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September 1993

# INSCOM JOURNAL



- INSCOM Changes Commanders
- 204th MI Battalion Wins Superior Unit Award
- Adopt-A-School Program Gets A+



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*Cover Photo: Maj. Gen. Paul E. Menoher Jr. addresses the crowd at the ceremony that marked his assumption of command of the U.S. Army Intelligence and Security Command on August 12.*

*(U.S. Army photo)*

# Solomon's Example of Leadership

By Chaplain (Col.) Calvin H. Sydnor III

**L**eadership is serious business. There are different styles of leadership. Some people do it well and others seem to make a mess of it. All of us have known and worked with good leaders and all of us have probably worked with leaders who have not been so good.

Leadership is serious business because we are living in difficult times. There are so many changes. Society has changed and the Army has changed. Remember "Disposition Forms?" DFs used to move the Army. Now the DF has been replaced by the memorandum. The "Letter of Understanding" is now a "Memorandum of Understanding."

It used to be that a twenty-year retirement was a certainty for outstanding soldiers. Civilians working for the

government were also assured of a career and retirement. This is not necessarily true today. Downsizing the force has changed all of that. Today we have VSIs, SSBs, SERBs, a selective 15-year retirement, and other programs that are alternatives. Times have changed. This has caused an escalation of stress in the workplace which is exacerbated by poor leadership.

So leadership is important! The livelihood and well-being of soldiers, civilians and their families are at stake. Leadership sets the tone for an organization, and it is imperative in these changing and uncertain times that we have outstanding leaders throughout the Army and the INSCOM community.

One component of leadership is wisdom. This is illustrated in the Bible in I Kings 3:1-14, where the Lord appeared to Solomon in a dream and asked him what he wanted the Lord to give to him.

How would you answer that question? Some would ask for wealth. Others would ask for health. Still others would ask that all of the bad things be taken out of their lives. Quite a few would hope that the Lord would help them win the lottery. There are many more things for which we could ask.

Many of us would

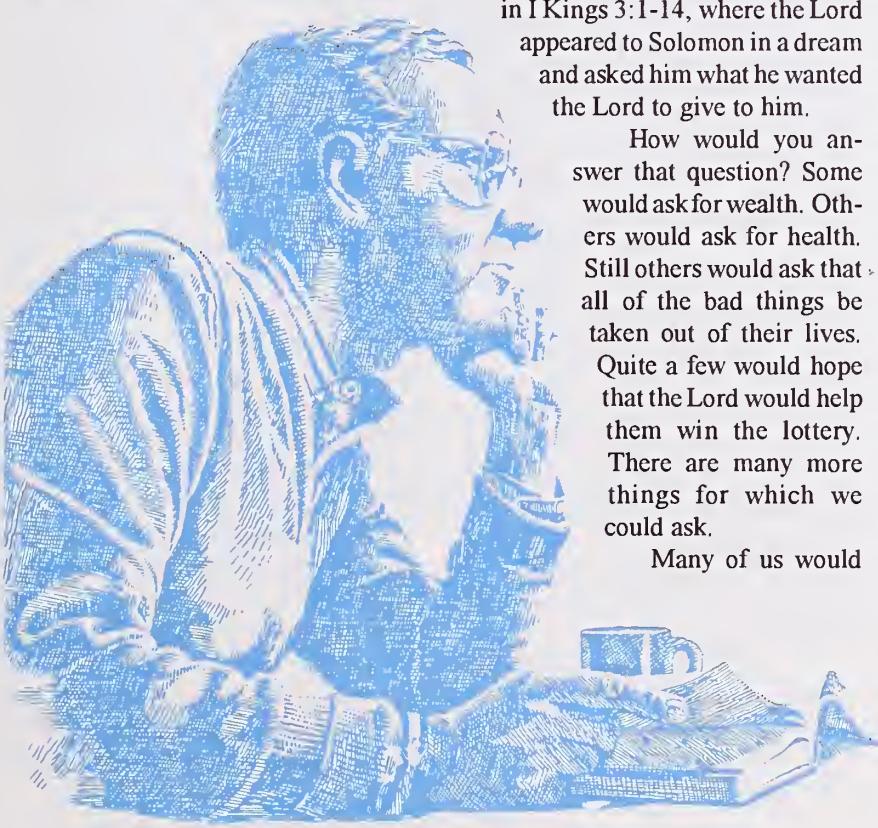
have wished for the better things of life and living. But Solomon, with all of his wisdom, was aware of his awesome responsibilities as the leader of his people. He knew that they were living in the midst of change, so he did not ask for long life or wealth for himself. Nor did he ask for the death of his enemies. Instead, he asked the Lord for a discerning heart to govern his people. In other words, he asked for wisdom and common sense to be a good leader.

God was pleased with Solomon because of his care and concern for others. God gave him wisdom, but also gave him what he did not ask for, both riches and honor.

I would hope that leaders on all levels today would pray as Solomon did and ask God for a discerning heart to lead wisely. Solomon could have asked for wealth or for long life. And he may not have been a bad leader, had he done so, but he would not have been the best.

Being a leader is a big job, and leadership is serious business. People who serve with us deserve the best leadership. It improves productivity significantly. Good leadership has a working knowledge and an understanding of how to deal with, and be sensitive to stress in the work environment. Good leadership is a "combat/work efficiency" multiplier.

The prayer for leadership is far-reaching. It is not only leadership in the workplace but in our homes and wherever we relate with others. If we care for others, God will care for us. Let all of us seek God's wisdom that we might have a discerning spirit to lead God's people wisely. \*



*Col. Sydnor is the INSCOM Command Chaplain.*

# My Philosophy of Command

**Maj. Gen. Paul E. Menoher Jr.**

**A**ssuming command of INSCOM on August 12 was one of the proudest moments of my life. It is a magnificent organization — trained, ready, and battle-tested, with the great mission of providing critical intelligence and security support to the Army and warfighting commanders around the world, as well as contributing to the overall national intelligence effort. INSCOM is absolutely essential to the Army and warfighting commanders at every echelon, to ensure we collectively know our potential adversaries and are fully prepared to deal with them, if called upon to do so.

*... I want to hear  
your ideas on how  
to make our  
organization better.*

As a command, our mission requirements are extraordinary. We are engaged every day in providing real-world intelligence and security support to Army, joint, and combined commands around the globe, while concurrently being trained and ready to execute contingency operations. These are awesome responsibilities, especially in this period of declining resources. However, I have no doubt that every member of this command is up to these challenges. You are part of the greatest Army our nation has ever

fielded; and the individual talent and dedication each of you brings to the Army and INSCOM are a major reason for that greatness. With your support, I am confident that we will never fail to deliver the intelligence our Army requires to always achieve decisive victory, regardless of the battlefield or the opponent. What you must always remember is that you are the key to decisive victory, because it is the intelligence that you will provide that will enable commanders to focus and leverage their combat power to fight smart and win in minimum time and with minimal loss of life.

For my part, I will do my utmost to provide you focus and positive leadership that stresses technical and tactical competence and mission accomplishment focused on support to warfighting commanders. Throughout, I will also do my utmost to take the best possible care of our soldiers, civilians, and families. You, the members of INSCOM, are the most important part of this command, and I will do my best to provide a command climate that maximizes your growth and ability to contribute, while ensuring that every person is treated fairly and with respect and dignity. In this regard, the INSCOM motto of "Mission First, People Always" must be more than just words; it must be the standard for every leader in this command.

I look forward to getting out to see as many of you as possible as you perform your duties. I have told your commanders that I want to spend maximum time talking to soldiers and civilians



when I visit your units. It's not that I'm a stranger to INSCOM, having commanded the 501st MI Brigade in Korea as a colonel, the Army Intelligence Agency, which included ITAC and FSTC, as a brigadier general, and having visited many INSCOM units in my last job as Commander of the Intelligence Center and Chief of the MI Corps. I just enjoy talking to our soldiers and civilians, and I want to hear your ideas on how to make our organization better.

I operate on the philosophy that there is absolutely nothing I won't change, if there is a better way to do business, and I need and, in fact, expect every individual in this command to be actively involved in identifying ways to improve how we do our business and take care of our people. Only with your active involvement can we make INSCOM all it can truly be and take the best possible care of our people. I look forward to seeing each of you, seeing what you do, and hearing how we can make INSCOM even better. \*

# Sergeants ... The 'Backbone of the Army'

## Command Sgt. Maj. Art Johnson

**G**reetings! It's a great feeling to be a member of INSCOM. My family and I are excited about the new role we have assumed, and we are ready to join the action in this vibrant community.

INSCOM, as you already know, is one of the best places for soldiers to serve. The mission has many diverse challenges and tests, and requires the soldier to meet an objective. In doing so, the soldier grows personally and professionally. His/her self-esteem is sky-high, and that is the desired effect we, as leaders, seek. We attain that effect through training, and training is "Sergeants' Business."

**'No one is more professional than I ... I am a noncommissioned officer — a leader of soldiers.'**

— Creed of the Noncommissioned Officer

In this, my first article for the INSCOM Journal, I would like to talk to the sergeants.

The NCO Creed states, "No one is more professional than I ... I am a noncommissioned officer — a leader of soldiers." As a sergeant you have a very tough, demanding, but important job. You and the soldiers you lead are the pulse point of our command. It is at your level where the fundamental day-to-day work is done. You are role models; you set the example for our young soldiers to emulate, and they will emulate you — that is why it is so important to set the right example.

Noncommissioned officers are entrusted to train and care for our soldiers. To do anything less would not be living up to the trust our Army has placed in us. We must wear our stripes with pride and not lose sight of our duties.

Sergeants know when they are not performing to standards, and the soldiers they lead will know also. Some will be quick to let you know that your standards are less than expected. Others will just talk about you.

Sergeants must inspire soldiers to be more than they ever thought they could be. They do it by assigning the soldiers challenging, but achievable, tasks and allowing them time to accomplish those tasks, while supervising, as necessary.

Sergeants must ensure that training is battle-focused; that it is to



standard; and that it is realistic. These are keys to winning.

Sergeants are indeed the "backbone of the Army." They train the force to win on the battlefield. There is no substitute for training. We must do it at every opportunity so the soldier becomes proficient in his/her ability to fight.

I view training as a top priority. I look forward to getting out to visit the units and seeing the soldiers in action. I know I'll be pleased with what I see.

My expectations of INSCOM soldiers are succinct: Be at the right place, at the right time, in the right uniform, with the right attitude. Those items hold a head start toward success.

In closing, I reiterate that it is a pleasure to be an INSCOM soldier. My wife, Audrey, and I truly appreciate the warm reception that INSCOM personnel have given us. We will represent the command to the best of our ability and be there for soldiers when they need us. ☺

*In Old San Antonio:*

# Fiesta Time Draws Soldiers

Compiled by 1st Lt. Brian P. O'Neil

All military units have their own particular history and heritage, often absorbing the flavor of the communities that host them.

The 748th Military Intelligence Battalion is no exception. Located on Kelly Air Force Base near San Antonio, Texas, the soldiers have readily adapted to the hospitable atmosphere since arriving in 1974 from Vint Hill Farms Station, Warrenton, Va.

Mention San Antonio, and people generally think of the historic Alamo. This city is also known for its famous River Walk, a two-and-a-half-mile stretch of cobblestone paths set amid the beautifully landscaped banks of the San Antonio River. Whether riding a boat on the river, or walking down the paths, one is exposed to a variety of restaurants, boutiques, shops, nightclubs, and the beauty that makes this part of downtown simply remarkable.

Spring in San Antonio plays host to warm Texas weather, gives residents and tourists the opportunity to take part in a variety of events, and allows time to reflect on the culture and heritage of this exciting city.

Each April, the culture comes alive with "Fiesta San Antonio," one of America's great festivals. "Fiesta San Antonio" is more than an excuse for fun and revelry; it's a celebration of life in San Antonio. During its first 100 years, Fiesta has grown to a 10-



day, 150-event production, but its foundations remain. The city thrives on the traditions and history of her multi-cultural people, and Fiesta is the single big event that encompasses these rich cultures.

Fiesta was first celebrated in 1891 when San Antonio decided to honor the heroes who fought for Texas' independence at the Alamo and San Jacinto. A special event was scheduled for April 21, the anniversary of the Battle of San Jacinto. Following the example of European cities such as Nice and Cannes, Fiesta planners staged a mock battle in front of the Alamo — as carriages passed each other, passengers pelted one another with flowers. That first parade was delayed four days by rain, but the celebration was tremendously popular and became an annual event thereafter.

Fiesta has had several names during its first 100 years. At various times, it was called "Battle of Flowers," "Spring Carnival," and "Fiesta San Jacinto." In 1959, a commission was formed to coordinate the ever-increasing number of events. Since that time, the celebration has been known simply as "Fiesta."

Fiesta maintains its relation to the anniversary of the Battle of San Jacinto by coinciding with April 21 each year. The original "Battle of Flowers" parade remains a Fiesta centerpiece, but is just one of the annual events. San Antonio has a penchant for parties, and nowhere else is there such a variety of activities. The Fiesta celebration is a fusion of fun and frivolity combining parades, pageants, festivals, fairs, food, concerts, art exhibits, sporting events and military ceremonies.

Today's festive and good-natured Fiesta spirit, exemplified by the "battle" of flowers, can also be seen in other colorful symbols, such as banners, balloons, streamers and cascarones (bright, confetti-filled eggs). And just as countless pieces of confetti fill cascarones, so, too, do countless numbers of people from all cultures fill the streets of San Antonio to celebrate during the spring.

Next April 15th through 24th, San Antonio will celebrate its 104th Fiesta. The celebration will consist of carnivals, parades, sporting events, fireworks, art exhibits, ethnic feasts, music and dances, floats gliding down the river, and streets spilling over with people.

Over three million spectators and participants are expected to attend the exciting events held throughout the city. The heart of the historic downtown area, the Alamo, the River Walk, and various other locations will host many of the major events during Fiesta. Special events and gatherings, also scheduled during the 10-day celebration, will involve colleges, universities, churches and military installations in every sector of San Antonio. Fiesta is indeed a celebration of history, of tradition, of cultures, of people, and of life. And Fiesta is nowhere else but San Antonio. \*

*1st Lt. O'Neil is the Adjutant with the 748th MI Battalion, 704th MI Brigade.*



**Fiesta San Antonio**

## The 748th MI Battalion ...

*L*ocated in San Antonio, Texas, the 748th Military Intelligence Battalion has a long history and a rich heritage.

The unit's origin can be traced to its activation as Monitor Station One at Vint Hill Farms Station, Warrenton, Va., in 1942. The unit remained at Vint Hill Farms until it was relocated to Kelly Air Force Base, San Antonio, Texas, in 1974. At that time, the U.S. Army Security Agency Field Station San Antonio, comprised of Alpha and Bravo Companies, became a part of the Consolidated Security Operations Center (CSOC). The U.S. Army and Air Force jointly-manned CSOC, was, and still is, located at Medina, an annex of Lackland Air Force Base.

On May 1, 1980, the unit was assigned to the CONUS MI Group and redesignated U.S. Army Field Station San Antonio. Alpha Company was deactivated on Jan. 10, 1983, reactivated on Oct. 14, 1987, and Bravo Company evolved into Headquarters and Headquarters Company. On Jan. 1, 1988, with the CONUS MI Group's redesignation as the 704th MI Brigade, the unit was redesignated the 748th Military Intelligence Battalion. \*

# Kunia MPs Carry Special Olympics Torch

By Staff Sgt. Paul J. Ebner

**M**any soldiers would agree that running is not the most enjoyable thing to do, but for some Field Station Kunia Military Police, it seemed enjoyable May 28, as they ran with an Olympic torch through downtown Honolulu.

FSK MPs were carrying the Special Olympics Torch, as part of the Troy Barboza Torch Run, a run named after a police officer killed in the line of duty in 1982, according to Staff Sgt. Arthur Lampert, Operations Sergeant for FSK MPs.

Barboza was also a Special Olympics coach who cared enough to share

**Two Field Station Kunia MPs, Spc. Todd M. Hill, carrying the Special Olympics Torch, and Spc. Lewis Jones, carrying the guidon, run toward the opening ceremonies for the games in Honolulu, Hawaii.**



Photo by Staff Sgt. Paul J. Ebner

his time and talents with Hawaii's mentally challenged citizens.

The law enforcement community throughout the United States participates in the run annually. This year all the MPs in Hawaii participated.

Field Station Kunia MPs had two legs to run. The first one was during the day from Pier 35 to the corner of Nimitz and Bethel Streets, a distance of approximately two miles.

The second part was later that night when all of the law enforcement officers from Oahu ran from Fort DeRussy to the Waikiki Shell where the games were opened. Free food, drinks and entertainment were provided for the runners.

FSK MPs provided 15 volunteers for this year's run. According to Staff Sgt. James R. Bragg, a patrol supervisor, an effort was made to schedule the MPs so that everyone who wanted to could run either during the day or at night.

What makes someone volunteer to run? Staff Sgt. Lollie Troutt, also a patrol supervisor, had an answer. "It's because of the meaning behind the run and what Troy Barboza died for. It's also about what Special Olympics and police officers stand for. Special Olympics challenges people in a special way, just as police officers are challenged by situations they have to overcome."

"We (police officers) serve all people, not just the rich," said Troutt. "That's why so many MPs volunteered for the run. We are a very small platoon. We want people to know we're here, and proud to show our support." \*

*Staff Sgt. Ebner is the Public Affairs NCOIC for the 703rd MI Brigade.*

# 204th MI Battalion Earns Superior Unit Award

By 2nd Lt. Marci A. Larsen

**S**ome people look at challenge and say, 'Why?' — others look at challenge and say, 'Why not!'" said Lt. Col. Keith Alexander, former commander of the 204th Military Intelligence Battalion. This attitude is what earned the 204th the Department of the Army Superior Unit Award for outstanding meritorious performance from November 1991 to November 1992.

Being the best didn't come easy — the 204th worked hard in every area to ensure excellence.

Maj. Don Ball, battalion executive officer, states that the 204th's "spirit of daring made us what we are."

*The 204th's  
"spirit of daring  
made us  
what we are."*

— Maj. Don Ball

The 204th's mission focuses on signals intelligence, but the award came because the battalion was well-rounded in all areas. The accomplishments of the battalion can be divided into three main areas: their overall intelligence mission, service and support, and individual soldier accomplishments.

The 204th MI Battalion has been very innovative and effective with its SIGINT mission. They have tested and integrated many new intelligence systems into the force structure, including the WINTERCAT, SAND SAILOR, and SANDCRAB systems, as well as the TRACKWOLF intelligence collection system, and WARRIOR intelligence management computers.

The development of a new Concept of Operations (CONOPS) for Signals Intelligence was spearheaded by the 204th. Their plan was commended by the DCSINT of the Army for its visionary ideas.

The battalion was also nominated by both the DCSINT and the INSCOM Commander for the National Security Agency Director's Trophy.

Bilateral relations with other national intelligence communities were achieved by the 204th MI Battalion. They were told by many top leaders that these relations would be impossible to achieve; this only gave the 204th a better reason to try. They have also established close relationships with sister service intelligence organizations.

The 204th's Serbo-Croatian language training program is one-of-a-kind. It was initiated in response to real world crisis, and has been commended by the DCSINT of U.S. Army Europe (USAREUR).

Support soldiers are invaluable to the 204th's tactical mission. One company was selected as INSCOM's candidate for the Army Chief of Staff's Award for Maintenance Excellence for two consecutive years. During the

Command Logistics Inspection, the 204th was nominated for the INSCOM Supply Excellence Award.

Soldiers are an invaluable resource, easily proven by the quality of every soldier in the 204th. Accomplishments are as varied as each soldier, and no matter who they are, they succeed at every task.

In November 1992, two cooks from the battalion dining facility, Staff Sgt. Bobby Anderson and Sgt. Preston Slayton, competed in USAREUR's Culinary Arts Competition. They won a total of six medals and five honorable mentions, distinguishing themselves as two of the finest in USAREUR.

Three soldiers who have earned particular distinction are: Sgt. 1st Class Cheryl Black-Burau, INSCOM Retention NCO of the Year; Sgt. Michael Vietor, INSCOM - USAREUR NCO of the Year; and now-Sgt. Wayne Sucharski, Bavarian Region AUSA Soldier of the Year.

The 204th MI Battalion also plays a vital role in the community. Its members have been recognized for winning numerous sporting events, volunteering in the community and participating in foreign exchanges.

When asked about being the best, Ball replied, "We're really happy to be recognized, but there's an awful lot of challenges ahead. We'll take the spirit of what we do and move on." \*

*2nd Lt. Larsen is the Public Affairs Officer of the 66th MI Brigade, Augsburg, Germany.*

# Adopt-A-School —

# Dear INSCOM ...

By Ellen Camner

Dear INSCOM,

**W**ow! What a year it's been, thanks to you! There was the inauguration of the Adopt-A-School Program partnership between us. Looking back on the past school year, it sure was lucky for me you cared enough about the young people who come here everyday, that you took me under your collective wings. You volunteered and tutored, you mentored, guided, encouraged, supported — you cared.

"Save Our School." That's my slogan. And INSCOM people heeded the clarion call and really came through for us this year — volunteering their time and efforts to help me help the kids from kindergarten to third grade, because I'm a "special needs" school. You see, I need all the help I can get! I have to follow certain guidelines, because of how many students receive free or reduced cost lunches in school and how mobile the kids are. Most of my 350 kids are children of military families, and there's a large turnover here.

That was a great Open House we had in February here at the school to kick off the program. Your Chief of Staff, Col. Robeson, said it right when he told the teachers and INSCOM volunteers, "You are truly doing God's work." And he was right on the mark when he said, "I see a long and mutually beneficial association."

Do you remember when 7-year-old Michael Driggers received a plaque from Col. Robeson for his "Save Our School" slogan idea? That's when the colonel put out the challenge to the school staff to follow Michael's example: Use their intellectual capacity to challenge the superb folks at INSCOM to "do God's work."



A big thanks for the \$500 check you gave me at the Open House from the proceeds of your bake sale. Believe me, it really helps a lot. I know about the time and effort that your fine INSCOM people put into that project.

I know that some of the grown-ups hadn't been inside an elementary school for a very long time, but the kids and teachers gave your volunteers a big welcome and were glad to have them here. Hope you liked the entertainment show they put on.

Then there was the Science and Math Fair. INSCOM volunteers were on hand to help my kids learn math and reading — and how to use computers. It's very important for them to learn computers, if they're going to be competitive in the 21st century marketplace. And I can tell you that eating gummy bears was a fun way for the kids to learn how to count.

The Language Club classes were great — French, German, Arabic, Spanish! School kids throughout the country need to gain language skills. Language classes are a learning multiplier. They help the children develop sharp communication skills — and that's important, too.

The Markham Literary Magazine you published for me was outstanding. The kids and teachers really appreciated it. The kids were excited to see their stories published, and I'm sure it encouraged many of them to become future Pulitzer Prize-winning authors.

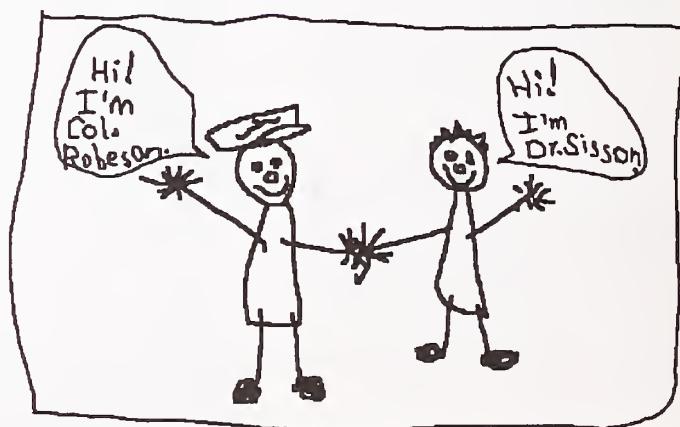
I was excited about the "Principal for a Day" event, when Col. Robeson and some of his fellow officers came here to meet with Dr. Sisson and the staff and to interact with the kids. Some important topics were discussed, such as curriculum and budget matters. I've included a picture below that depicts our version of that great day!

All in all, it was quite a year. I know the positive impact of INSCOM volunteers on the well-being of the kids I shelter will be felt in many ways for a long, long time.

And I can't wait until September!



Your partner in education,  
MARKHAM ELEMENTARY



Principal for a day at Markham.

# Adopt-A-School — Dear Markham ...

By Ellen Camner

Dear Markham,

**W**hat a great idea your counselor Mary Mleziva and my training coordinator, Ivory Roberts, had — a partnership between the two of us. As they say, it was "divine inspiration" when they met two years ago at an event at Fort Belvoir. It's a good thing they began discussing some kind of connection to tie us at INSCOM together with you.

By all accounts, I believe the Adopt-A-School program was a real success. That "mutually beneficial association" that Col. Robeson envisioned when we kicked off the program lived up to — and even exceeded — our expectations.

Our partnership is an important and successful education support effort by my Headquarters to help the

students and teachers. I can tell you that it's a unique and rewarding experience for the volunteers who were only too glad to share their talents and skills. I know for a fact that significant rewards redound to my INSCOM volunteers, and my resources will continue to be here for you — tutoring and mentoring, offering administrative support, providing financial assistance, and more.

My folks are delighted with the success of the Language Club classes. It was one of the most successful and exciting events that took place this year. Earl Bennett organized it with instructional support from Chief Warrant Officer Darryl Fallis, Syraida Morales, John Costandi, and faculty volunteer Lisa Moffett. The response from students and parents was overwhelming.

Earl Bennett says that the Language Club, like the dance and drama

clubs and the creative writing project, was seen as a means of giving the average and above-average students at Markham a feeling of being a part of the Adopt-a-School program. Most of the other assistance was oriented to special needs children and the educationally disadvantaged. The club met for one hour once a week for 10 weeks. The children were very



excited about it and really enjoyed the learning techniques. Earl says that next year we hope to have separate groups each working on a single language for the whole year.

Elaine Collins-Giles, who held the dance classes, really enjoyed being a volunteer. She's danced professionally and encouraged the kids to freely express themselves through dance.

I'm coming up with some ideas for next year, such as a field trip to my Public Affairs shop to see how the *INSCOM Journal* is produced. We can even write a story about it.

A partnership is a two-way street, and the teachers and kids have really been supportive of me. You've always made my INSCOM folks feel welcome and appreciated. Here's what some of them have to say about volunteering for the Adopt-A-School Program:

Lisa Williamson ... "Mentoring is more than helping a child with academics; it's an opportunity to make a permanent contribution to that child's life."

Jan Munsey ... "I view my mentoring responsibilities as my opportunity, as an American, to make a small contribution to the future of our country. It is rewarding to me just to be contributing in this small way to a young child's future and to be participating in this worthwhile INSCOM initiative."

Linda Wallis ... "My mentoring responsibilities represent my belief in the importance of quality growth and education for our youth. My goal is to develop students' self-esteem and communication skills. My reward is sim-



Photo by Jose SantaCruz

*"Mi nombre es Syraida."* INSCOM's Syraida Morales teaches Spanish vocabulary and comprehension to her Language Club class.



*Sgt. 1st Class Rickey Harris tutors Mario Negrone in reading skills. Harris said, "One-on-one tutoring with the same student throughout the school year was an excellent experience. We got to know each other very well, and we each learned from the other."*

ply seeing a child smile when I walk in the room."

Cheryl Jamison ... "My goal is to continue to encourage and promote among the younger generation ... the importance of reading, writing and arithmetic. These 'learned skills' are everyone's lifeline to success in this world."

Well, Markham, do you get the idea? We're in your corner.

Your staff is outstanding. Dr. Bob Sisson is a great principal, and I know the kids really love him. Here's how Sue-Simone Hennen, an INSCOM parent with a child at Markham, feels about it:

"Caitlin is the youngest of our three children, and Markham is the tenth elementary school for our family. It's clearly the best. There was a big letter to Dr. Sisson on the wall in Caitie's first grade classroom last year that started out with 'We love you,' and I think that's the big difference at this school. I think they truly do love him; I think it's mutual.

"A good administrator can make the difference between a good and a bad school. Our older two children have had some good teachers ... but when you start out with a great principal like Dr. Sisson and add some very good teachers and aides, everyone ben-

efits. I guess it's like a scholastic trickle-down theory."

Colonels Wright, Nickisch, LaGrua and (Chaplain) Sydnor found the "Principal for a Day" experience very rewarding. Meeting with Dr. Sisson resulted in some positive feedback for these Markham supporters that will no doubt be helpful in charting the future direction of the program.

Your award ceremony on the last day of school was very impressive. You provided much-needed recognition for the young people. Dr. Sisson's "Principal's Award" is a great idea: "Because of you, our school is a better place to learn. You have proven to me by your actions that one person can make a difference. I applaud you for what

you have accomplished and look forward to hearing even more great things about you in the future."

For a young person to receive accolades like this from their principal must surely be a positive guiding force and

a source of inspiration for the future. Your kids are lucky to have a principal like Dr. Sisson.

I'm encouraging other units within my command to become involved in similar school programs.

By the way, the display of the kids' art and paintings was a big hit at my headquarters building. In the upcoming school year, I expect to have more displays to remind the workforce of this important and successful program.

In closing, let me tell you what my Staff Judge Advocate General, Col. Brooks LaGrua, says about his visit to the school for the "Principal for a Day" event. I think his remarks sum up the feelings of all INSCOM volunteers:

"The time I spent with Dr. Sisson left me with the distinct impression of a well-run elementary school, fortunate to have such a group of caring and dedicated teachers. The high turnover ratio of students and the difficulty in obtaining resources are a continuing challenge. Certainly, INSCOM's volunteers will help. One look at the children's smiling faces will convince one that the effort is worth it."

I couldn't have said it better myself. See you in September!

In your corner,  
INSCOM



# The 902nd 'Adopts' a School

By Capt. Kathy Harrington

**T**he 902nd Military Intelligence Group at Fort Meade, Md., recently joined other INSCOM units participating in the Adopt-A-School Program by adopting the Meade Heights Elementary School.

"This program allows us to give back our wisdom and expertise to the younger generation, so they may climb to reach goals and dreams," said Col. Robert A. Harding, 902nd Commander, in his memo supporting the program.

The 902nd's Adopt-A-School "kickoff" was held in conjunction with its Security Awareness Days on April 6 and 7. 1st Lt. Michelle Dickens, the 902nd Adjutant and spearhead for the group's program, explained Adopt-A-School to, and held a drive to solicit support from, the many talented 902nd soldiers. The kickoff was very successful and resulted in lists of volunteers from throughout the 902nd MI Group.

Dickens and Ms. Scott Dorran, Meade Heights Elementary school principal, developed a list of areas and subjects for which soldiers could volunteer. The focus of the program included:

**Computer Aides** — Volunteers help children with various computer projects, such as computer language games, math games, science or other educational programs.

**Mentors** — Individuals identified by the school as being "high risk students" are matched with volunteers. The goal is to establish a "big brother/sister" relationship.

**Tutors** — Volunteers work with students who need or desire extra help mastering academic material.

**Multilingual Assistants** — Volunteers help parents, students and teachers when language difficulties arise.

**Fund-raisers** — Volunteers help publicize scheduled school events, i.e., talent shows, PTA, sporting events and fund raising projects.

**Physical Fitness Assistants** — Volunteers help orchestrate games for children to play after lunch.

**Guest Speakers** — Volunteers speak about topics within their area of expertise that are interesting to students from kindergarten through sixth grade.

"This list is by no means the limit," Dickens said. "I have soldiers

nity and have fun doing it," said Capt. Carrie Ricci-Smith, Security Battalion S1/Adjutant.

On June 4, the 902nd assisted with the Meade Heights Elementary's Annual Field Day. Master Sgt. Loren M. Ishii, of the Counterintelligence Support Battalion, rounded up a group of volunteers from the Fort Meade Better Opportunities for Single Soldiers Program. In a day full of sports, games and other activities, eight soldiers, led by Spc. David R. Sabo, spent the entire day with the first through sixth grade students. The soldiers helped set up events, control the kids, and even had an opportunity to participate in some activities.

"We helped the fifth graders beat the sixth graders in tug of war," said Sabo. "We may have been a little bigger than the sixth graders, but the fifth graders needed a boost of confidence!" The weather was beautiful and both the kids and the soldiers (who are kids at heart) had a great time.

"I think Adopt-A-School is a great idea," Sabo said. "I've always wanted to get involved with the community in some way, and

this is a great opportunity. I would also like to get members of the BOSS program more involved by matching single soldiers with troubled students to provide mentorship through weekly visits, study sessions, and just being a friend."

The soldiers and civilians of the 902nd are very excited about the Adopt-A-School Program. Ideas and suggestions are rolling in on a daily basis — and this is only the beginning. \*



*Photo by Spc. Sharon L. Jeffers, 902nd MI Group*  
**Capt. Todd Oja, Spc. April Hines, and Capt. Carrie Ricci-Smith check out classroom happenings during a tour of the school.**

come to me every day with unique ideas and ways we can help our students, and we are going to pursue as many of them as we can."

**D**ue to the great number of volunteers throughout the 902nd, each battalion has identified a point of contact for the program, and the battalions have been assigned specific classes to sponsor. On May 3, Dorran hosted a tour of the school for the POCs and gave them an opportunity to meet their students and teachers.

"This will be a great opportunity for the battalion to help our commu-

**Capt. Harrington is the S1 for the 902nd MI Group, Fort Meade, Md.**

For 'Be Kind to Editors and Writers Month' ...

# INSCOM Salutes Our Editors and Writers

By Sgt. 1st Class Joan Fischer

**I**NSCOM editors, volunteers and the traditional borrowed manpower spend hours each week producing newsmagazines or newspapers about their portion of the intelligence and security community. Few of those individuals receive public recognition for their efforts — except when things go wrong. Unlike those who can correct their mistakes, this small, dedicated band of writers/editors sometimes publish their errors.

Many of these individuals take great pride in the units they support and send articles and photographs so we at the *INSCOM Journal* can share their stories with you — the rest of the intelligence family. This tribute to the editors of INSCOM publications is to highlight and thank the individuals who take on the challenge of providing a bit of home in print. ☺

**Tiger Tales**  
704th Military Intelligence Brigade

**WRANGLER**  
Volume III, 2  
April 1993

**MIRAGE**  
Published in the interest of the 513th MI BDE Personnel

The "Tiger Tales" comes quarterly to 704th Military Intelligence Brigade soldiers based at Fort Meade, Md. Staff Sgt. Eric R. Wilder has recently replaced Sgt. Verrell Jones as the editor of this command information newsmagazine. Jones, a morse interceptor who has moved to Hawaii, edited the publication from January 1992 to June 1993. He learned photojournalism while in Europe working in the sports department of "The Stars and Stripes."

Although Wilder has no prior experience in editing or photojournalism, he is a quick study and will do well. He brings extensive computer programming skills to the job.

The "Alamo Wrangler" is the command information newsletter for the 748th Military Intelligence Battalion. Although the battalion is in San Antonio, Texas, it is part of the 704th Military Intelligence Brigade, which is headquartered at Fort Meade, Md. Spc. Michael Ianandre Gonzales-Yi publishes a quarterly 20-page newsmagazine with a four-page mini-edition in between publications.

Yi joined the world of journalism from his military computer programmer career field. He has been the editor of the "Alamo Wrangler" since December 1991. He will soon be leaving the Army; his replacement, Spc. Rachel Victor, should be on board this month.

Staff Sgt. Edith Marie Davis publishes "The Mirage" for the 513th Military Intelligence Brigade. Her publication is produced bi-monthly and reaches soldiers and families stationed at Fort Monmouth, N.J.

Davis, who holds a bachelor's degree in communications and journalism, has attended various public affairs courses, as well as the intermediate photojournalism course, since joining the military in 1985.

The 703rd Military Intelligence Brigade, headquartered at Schofield Barracks, Hawaii, boasts about their publication, the "Kunia Underground News." This monthly newspaper, which serves joint-service Field Station Kunia, is edited and produced by the public affairs' own Staff Sgt. Paul J. Ebner.

Ebner reenlisted for the journalism career field in 1988 after spending two years as a military truck driver. After graduating from the Defense Information School, Fort Ben Harrison, Ind., Ebner went to a staff writer position on the "Arctic Star" at Fort Greely, Alaska. Two years later, he became the NCOIC of the Command Information Branch of the Public Affairs Office at Fort Jackson, S.C. He finished that tour as the NCOIC of the Public Information Branch. Since March 1993, Ebner has been at Field Station Kunia where he is continuing to work toward an associate degree. He has also taken both the editor's course and the intermediate photojournalism course at the Defense Information School.

Staff Sgt. Lisa Hunter writes and edits the 66th Military Intelligence Brigade's monthly newspaper, "The Dagger," for the soldiers living and working in Augsburg, Germany.

Hunter, a native Virginian, has been in the public affairs arena since 1985. Her previous assignments include the 6th Area Support Group, Stuttgart, Germany; U.S. Army Garrison, Fort Meade, Md.; and the Fort Eustis, Va., Public Affairs Office. She not only brings a wealth of experience to the job, but has won a number of awards during her eight years in the military. These include second place in the Department of the Army's Keith L. Ware competition for feature stories and two first-place wins in the Training and Doctrine Command's annual writing competition for feature articles and stand-alone photography.

The "Dragon's Lair," published in Seoul, Korea, is new to the military intelligence command newspapers, being in its second year of publication. The 501st Military Intelligence Brigade's quarterly publication is edited by Sgt. 1st Class Kiki Bryant.

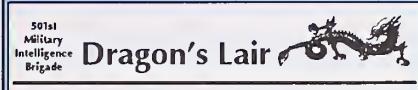
Bryant has gained an extensive background within the public affairs career field since joining the military in 1980. She has attended the newspaper editor's course, and both the intermediate and advanced photojournalism courses. Her overseas assignments include two tours with the Southern European Task Force in Italy, and one with the 130th Engineer Brigade in Hanau, Germany. Stateside assignments include the public affairs offices at Fort Riley, Kan.; Fort Ord, Calif.; and Fort Hood, Texas.

At the 500th Military Intelligence Brigade Headquarters in Japan, the S1, 2nd Lt. James W. Reidy, publishes the command's quarterly newspaper, "The Whisper." New to the military, Reidy has completed the Adjutant General Officer Basic Course at Fort Ben Harrison, Ind., and the Airborne School at Fort Benning, Ga. He writes and produces the newspaper for the brigade's soldiers and families.



## THE DAGGER

Published for the 66th MI Bde.



## The Whisper

500th Military Intelligence Brigade

# HQ Goes Rafting

By Spc. Jeanne M. Colby

**S**oldiers at INSCOM's headquarters had a chance to go white water rafting down the Shenandoah and Potomac Rivers, near Harper's Ferry, W. Va., on June 22.

"Thirty-six soldiers cruised the rapids for four and one-half hours, building teamwork, cooperation and esprit de corps," said Chaplain (Maj.) Irven W. Johnson, INSCOM Support Battalion's Chaplain.

"The trip was designed to provide adventure training for the soldiers at headquarters," Johnson said. "This is the first time the Chaplain's Office has done anything for individual soldiers in adventure training at headquarters. It's been done within the brigades."

Experienced guides (one in each raft) led the soldiers down the river,

through an area rich in American history and folklore.

Halfway through the excursion, the travelers stopped on an island and feasted on a picnic lunch of fried chicken and macaroni salad.

"The trip promoted teamwork," said Sgt. 1st Class Joseph P. Millraney, NCOIC of the INSCOM Chaplain's Office. "The soldiers had to learn to depend on each other — there were four to a raft."

"The trip was to get soldiers who work in stressful environments away from those situations and help build their morale," Johnson said, "but it was also a test of skills. Soldiers had to be able to handle the rapids, which required physical agility."

Johnson continued, "During parts of the trip, people could get out of the raft and go 'body rafting' along the

rapids. Some people were also tossed out of the rafts."

"It was a fun, enjoyable trip — especially going over the waterfalls with your heart in your throat," said Sgt. 1st Class Patrick J. Lonergan, a trip participant. "It was a fun day away from the office, good for relieving tension and stress."

"We (the Chaplain's Office) plan to schedule more adventure training excursions like white water rafting for all ranks, and possibly civilians as well," said Johnson. "We want to provide something for the soldiers at headquarters ... do something for them."

"I'd do it again in a heartbeat," said Lonergan. ☑

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*Spc. Anthony Nelson, Corey Kilgore and Bobby Long and Pvt. Mark Tomlin (left to right) negotiate a quieter segment of the Potomac River with their rafting guide during the white water rafting adventure sponsored by the INSCOM Chaplain's Office.*

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*All photos by Chaplain (Maj.) Irven W. Johnson*





*(Left) INSCOM soldiers/whitewater rafters tip their raft to remove water after their trip down the Shenandoah and Potomac Rivers.*

# White Water Rafting

By Spc. Hughes E. Eneh

**S**ummer always brings to mind some of the recreational activities that are suited for most INSCOM soldiers. On 22 June, white water rafting became a favorite.

Personally, I do not know how to swim, but with the keen sense of adventure that is found in the character of soldiers, I enrolled with 35 others. We gathered at 7 a.m. at INSCOM Headquarters and drove 60 miles north, through a remote part of Maryland, to a place called Harper's Ferry, W. Va., where we picked up our escort and gear. From there we shuttled to our starting point.

We savored the wilderness and the adventure of white water rafting for a total distance of four miles. Meandering through the rapids and gorges, cooling off with water fights and trying to keep the pesky mosquitoes away readily took our minds off the routine of our usual official activities and details. On our way back to Fort Belvoir, most of the participants slept like babies and were complain-



ing that we got home too soon. As an INSCOM soldier, I would like to salute our chaplain and the sponsors

who, through their contributions, made this quite an experience. ☺



Photos by Jack Meyers

# Soldier Loves to Entertain

By INSCOM PAO Staff

of the Coburg Opera. She convinced him to try out for the opera, and he was promptly accepted. "I used to commute by train three times each week from Bamberg to Coburg; I didn't understand much of what we were singing, but I loved it — I got addicted to it," he said.

At the age of 12, Smith was involved in Army Community Theater in Bamberg. His first production was *The Music Man*, presented as part of the American Bicentennial celebration. The cast learned the production in English and German, and the experience had a lasting effect on Smith. "That's when I knew that (the theater) was what I wanted to do for the rest of my life ... it was the greatest experience of my life," he said.

From this point, Smith's love of entertainment continued to grow. "In two years (at age 14), I had learned enough to be able to direct my first all-adult cast, which included two cast members who had been on Broadway. The production was *Dial M for Murder*. The set designer would give me small, three-dimensional mock-ups of the different sets to work on staging and costume changes. I would use pieces from my games and toy sets to represent the characters. I could see how the scene would look — time set changes and so on.

"I also had to come up with special effects ideas myself — that's a good job for a 14-year-old boy, especially in a murder story. The most interesting challenge was trying to figure out how to get scissors to stand up in a guy's back."

A graduate of Lafayette High School in Lexington, Ky., Smith holds undergraduate degrees in math, sociology and drama from Transylvania University (Kentucky) and a master's degree from the University of Kentucky.

After receiving his Master of Arts in Dramatic Theory (Directing), Smith

worked as a bartender and waiter for nine months while he sent resumes to prospective employers. "After hearing that I was overqualified in this or that," said Smith, "my worries began. My student loans were coming due, so I looked into the Army, and I must say that the Loan Repayment Program was somewhat of a draw."

But that wasn't the only reason for Smith's decision to join the Army — "I wouldn't have joined any other service just for that (loan repayment) program. My dad, a retired first sergeant and a member of the United States Army Europe's Sergeant Morales club, has MS (multiple sclerosis). He's still extremely well cared-for, and I can't think of any other organization that takes better care of its people than the Army."

Smith joined the Army in January 1991, and, after basic training, attended Advanced Individual Training at Fort Gordon, Ga. After completing AIT through an accelerated program, he joined the Army's 1992 *Soldier Show*, filling a vacancy created by a departed cast member.

Smith has continued his pursuit of the theater and remains deeply interested in it, but tries not to take himself too seriously. "For a while," said Smith, "I thought I was into Bertolt Brecht and Max Fischer, but I realized I was more of an entertainer than an intellectual — I wanted to entertain, to make people happy. My wife accuses me of being 'all jazz hands and big smiles,' but art for art's sake bores me."

Since January 1993, Smith has been a member of *The Alexandria Singers*, which he originally joined as a tenor. "I actually started with the group as something I could do one night a week. The first night, they announced the formation of a 12-member ensemble called *Sounds Select*, to do special request

**Y**ou often hear the phrase "You are what you do" — people defined by how they earn their daily bread. For example, one doesn't practice law or medicine, one is a lawyer or a doctor. In reality, however, most people are not so one-dimensional. Many of us have personal interests and abilities that are essential in defining us as "total persons." In the extremely demanding and unyielding profession of soldiering, extramural activities are just as important.

Spc. Ron Campbell-Smith is one INSCOM soldier for whom outside activities mean a great deal.

By day, Smith is a 29N, Central Switching Repairman, who has been at INSCOM Headquarters since November 1992. But by night, (and on some weekends and holidays, too) he is Ron Smith, accomplished director, scriptwriter, chorale singer and soloist.

Upon first meeting Smith, one wonders how someone so young could be so accomplished in the theater. Smith has been involved with entertaining since he was a young boy, and acquired a lot of experience along the way. He was born in Heidelberg, Germany, into a "strong military family," said Smith.

He started entertaining when he was about 10 years old, while his father was stationed in the Bamberg/Coburg area of Germany. Singing in church one day, Smith was spotted by a fellow church member who was also a member

shows. I was accepted for that, two nights per week. I then auditioned as one of the top 16 dancers, which means three nights per week."

*The Alexandria Singers* was started 17 years ago by a retired Army sergeant major; the present music director is a retired sailor. Although it's a civilian organization, all five of the military services are currently represented. Smith said that it attracts local military personnel because there are a lot of creative people in the services who need an outlet, away from the disciplined structure of the military. *The Alexandria Singers* provides such an outlet, benefiting its members and the community alike.

The ensemble is currently working on a new production entitled *A Lovely Way to Spend an Evening*. This will be a variety show, with musical and dance numbers featuring the best of American popular music since the twenties. It will showcase such artists as George Gershwin, Hoagy Carmichael, Leonard Bernstein, Duke Ellington, and many others. Clearly, such a production requires performers of considerable talent and breadth of scope. And right in the middle of the production, of course, is Ron Smith. Smith is not only featured in several numbers, but also brings his considerable theatrical experience to bear by being in charge of the script for the production.

"I became, essentially, the theatrical director of the show," said Smith, "responsible for arranging the songs, transitions between numbers, and the staging." Smith also serves as costume coordinator. With advice and assistance from his wife, Constance, (a freelance costume designer who's done work at the Kennedy Center), Smith tries to provide the proper "look" for each particular number, as well as determine where and how costume changes occur to keep the show running smoothly.

"I think the best way for a soldier to become part of his or her adopted community is by joining organizations like *The Alexandria Singers*, which are involved in community service. One of the things I like best is the community outreach program," says Smith. "We perform for local senior citizen's centers

for free, and also do benefit shows for the PTA. The group will soon be going to the former Soviet Union on a goodwill tour. We're taking crates full of toys and medical supplies, as well as music." Smith will be unable to make that trip, however, as he has a previous commitment to attend a debut performance. His wife is due to have their first child during the time the trip is scheduled.

Smith and his family will be leaving the command this fall on a permanent change of station. The talented singer/director will be returning to his European birthplace and is already planning on becoming a member of the Heidelberg choir — and anything else that challenges his talents. ☺

*(Right) Spc. Ron Campbell-Smith performs the touching Bring Him Home ... A Soldier's Prayer.*



*Spc. Ron Campbell-Smith (left) performs "At the Hop" with fellow members of The Alexandria Singers, Carolyn Harvey, Bruce McCall and Leslie Helfgott. Smith also designed their colorful costumes.*

# FSK Victorious at Language Olympics

By Field Station Kunia Language Center Staff

**A**rmy, Navy, Air Force, and Marine Corps linguists from Field Station Kunia returned victorious from the second annual Worldwide Language Olympics at the Defense Language Institute in Monterey, Calif., May 10.

FSK linguists pitted their skills against the best linguists in the world and returned with third place team plaques in both the Russian and Chinese competitions, as well as two gold and six silver medals in individual events.

This accomplishment is especially significant considering that the participating teams fielded 45 pairs in the Russian competition, and several pairs from other teams in the Chinese competition featured native linguists.

In 1992, FSK's language teams arrived at the competition in Monterey well-prepared for the challenge before them. This year's linguists were even better prepared. During two weeks of full-time, intensive language training specifically designed to get them ready for the competition, FSK linguists had the benefit of last year's experience. The team's Russian and Chinese trainers were also members of last year's team. By the time the competition was over, they knew that their training strategy — using materials during training that were identical to those that they would see in competition — was successful.

The competition started slowly as the three FSK Chinese pairs were shut out in the first two events, "Handcopy" and "Jeopardy."

This especially disappointed senior Chinese team member Air Force Master Sgt. Steve Jarvis. "We really thought that 'Handcopy' was one of our strongest events," said Jarvis after the teams from Fort Lewis, Wash., and Fort George G. Meade, Md., swept the medals.

The Chinese linguists just needed to warm up. Over the next three days, they garnered silver medals in the remaining four events.

The duo of Army Sgt. Bryce Lefevre and Army Spc. Kristine McGregor won the silver medal in the verbal relay. This event requires one team member to translate a short English language text into the target language, run a lap around a one-third mile track, and pass the translation to the other team member. The second team member then writes an English translation of the text, runs another lap around the track and delivers the translation to the event judge.

**T**he pair of Jarvis and Army Staff Sgt. Scout Martin won the other three silver medals. The Chinese "Password" final was especially exciting, as Jarvis and Martin came from third place and a 50-point deficit to briefly take the lead. Unfortunately, they surrendered in the final minutes to the team from Fort Lewis, who won by only a two-point margin. For their three second place finishes, Jarvis and Martin were also awarded the 3rd place Chinese team plaque.

The three FSK Russian pairs, on the other hand, got on the board immediately, winning the gold and silver medals in "Password," the very first event of the Russian competition. This didn't surprise Army Sgt. 1st Class Michael A. Plaisted, the Russian team



*Members of Field Station Kunia's award-winning Language Olympics Team included (left to right) Master Sgt. Steven Jarvis, Staff Sgt. Scout Martin, Sgt. Bryce Lefevre, Spc. Kristine McGregor, Sgt. 1st Class James Cooke, Petty Officer 2nd Class Michelle Veillon, Staff Sgt. Mark Fenton, Spc. Clayton Hays, Master Sgt. Robert Brunsman, Spc. Richard Childress, Sgt. 1st Class Michael A. Plaisted, Spc. Todd Rooks.*

see LANGUAGE, page 41

# 704th Soldiers' Outdated Billets Renovated

By Sgt. Verrell Jones

**D**on't blink! You may miss something amid all the building and bulldozing at Fort

Meade, Md. If you find yourself driving down Route 175 just outside Fort Meade, you'll probably notice the newly grassed fields that now replace the rubble of wooden barracks which, until recently, had lined the road since World War II.

One of the many construction projects included the replacement of "pot-hole" roads to the newly constructed Burger King, where "you can have it your way," on post. Soldiers of the 704th Military Intelligence Brigade who reside in the barracks have also welcomed some renovations.

A major remodeling project with an estimated \$700,000 price tag is scheduled to replace leaky plumbing, and provide ventilated restrooms and new showers for soldiers living in the brigade's billets. Because of inadequate energy

conservation, windows and deteriorated wooden exterior panels below the window seals are also included for replacement.

"It's good that they are finally doing something for the single soldiers living in the barracks," says Spc. Denise Osborne, Headquarters and Headquarters Company, 704th MI Brigade. "I like it here because where I came from they had open bay latrines and showers."

A once-vacant basement that was used to house empty boxes has been remodeled into administrative office space for the brigade. This freed up several dormitory rooms for soldiers to live in. According to Capt. Marshall May, 704th Brigade S4, the repairs were a definite improvement for soldiers living in the barracks.

"The renovations have enhanced the quality of life for soldiers by providing them with updated, modern facilities that offer a clean, safe, and 'home-like' environment," said May. "It also shows soldiers that the leadership cares about them and puts their concerns into action."

Improvements at Fort Meade have been a team effort by the armed services, according to May. Future plans include roof repairs, building additions and furniture replacement. ♣

U.S. Army Photo



*Contractor Bob Cook applies adhesive before placing the tiles in the shower. The renovations to the showers provided new lighting, plumbing and walls.*

*Sgt. Jones is the former PAO NCOIC at the 704th MI Brigade, Fort George G. Meade, Md.*

# Kunia MPs Test Pistol Skills

By Staff Sgt. Paul J. Ebner

**F**ield Station Kunia's Military Police put their marksmanship skills to the test during a combat pistol qualification course April 19 at Range KR7, Schofield Barracks, Hawaii.

While most soldiers who are assigned a 9mm pistol must qualify with it annually, MPs are required to qualify biannually, according to 1st Lt. Timothy Connelly, executive officer for Support Company, 731st MI Battalion.

To qualify as Marksman, a soldier must hit 16 out of 30 targets. For Sharpshooter, the soldier must hit 21 out of 30. Knocking down 26 of the 30 targets earns the soldier Expert, according to Connelly.

There are seven pop-up targets set from 15 to 35 meters away from the firing line. During the firing sequences, a soldier may see single and multiple exposure targets. Each exposure is from three to five seconds.

Although MPs must qualify twice as often as their fellow soldiers, the training seems to be appreciated.

"I love the combat range," said Pvt. Robert Flahaut. "It's better and more fun than the usual range. On the usual range, we shoot paper targets on silhouettes, which makes it harder to keep track of your own score. You can't find out how you did until you take the target down."

"The range is also more exciting and realistic, with moving multiple targets that are timed," said Flahaut. \*



Photo by Staff Sgt. Paul J. Ebner

**Spc. Laura Garza gives a white paddle to tower personnel, letting them know everything is all right to proceed.**

**Staff Sgt. Ebner is the PAO NCOIC and editor of the Kunia Underground News, 703rd MI Brigade, Hawaii.**

*Sgt. Kerry Lingo  
operates the  
tower which  
controls the  
targets.*

*Loading rounds into a 9mm  
magazine.*



*Pfc. Sally Jacobs and Pvt.  
Robert Flahaut prepare 9mm  
pistol magazines for  
qualifying.*

*Amid Pageantry and Tradition ...*

# INSCOM Changes Commanders

By Ellen Camner

**I**t was Maj. Gen. Charles F. Scanlon's final review and inspection of United States Army Intelligence and Security Command soldiers, whom he has led as commander since October of 1990. Marked by the high drama and time-honored traditions of military rituals, the stewardship of command was passed on to Maj. Gen. Paul E. Menoher Jr., former Commander of the U. S. Army Intelligence Center and Fort Huachuca. He becomes INSCOM'S sixth commanding general.

Army Vice Chief of Staff Gen. J. H. Binford Peay III officiated at the change of command ceremony and the special retirement review in Scanlon's honor. Intelligence community leaders were also present, including Lt. Gen. Charles Owens, the Army's Deputy Chief of Staff for Intelligence; Lt. Gen. J. R. Clapper Jr., Director of the Defense Intelligence Agency; and Vice Adm. John M. McConnell, Director of the National Security Agency.

Col. William M. Robeson, INSCOM Chief of Staff, led the units on the parade field as Commander of Troops. Soldiers representing INSCOM's worldwide MI commands were formed on Long Parade Field at Fort Belvoir, Va. They comprised nine formations representing the 66th, 470th, 500th, 501st, 513th, 703rd and 704th MI Brigades, the 902nd MI Group, and the INSCOM Support Battalion.

It was a day laden with pageantry and patriotism, symbolism and historical significance, illuminating the character of a great command and carrying on the traditional elements of such events: rousing military music by the United States Army Band (Pershing's Own) as troops snapped to attention, the firing of cannons by the 3rd U.S. Infantry (The

Old Guard), the solemn passing of the colors, the impressive "Pass In Review" to the steady beat of a bass drum, and the remarks of the commanders, departing and embarking — all in all, the smooth and orderly transition of command.

Col. James B. Hemenway, INSCOM's Director of Reserve Affairs, narrated the ceremony and related the symbolism of the passing of the colors.

"The history, traditions and great soul of INSCOM are embodied in these colors. The transfer of the unit's legacy is passed as a building block for present and future achievement. Historically, soldiers rallied around the colors on the battlefield. The colors form a record of a unit's past achievements, stand guardian over its present destiny and serve as inspiration for the future. The colors were traditionally at the forefront of the formation and signify the continuity of the organization, even though individual members come and go. With the transfer of colors goes the transfer of responsibility for the accomplish-



*Maj. Gen. Paul E. Menoher Jr. and his wife, Bebe, share a moment during the ceremony marking his assumption of command of INSCOM.*

ment of the mission and the welfare of the soldiers."

In a highly symbolic act, Scanlon relinquished the colors to Peay, who, in turn, entrusted them to Menoher, signaling the latter's assumption of command.

The Army Vice Chief spoke of the time-honored formality of a change in command as a "celebration of tradition's continuity and change. For with the passage of the colors, Gen. Menoher assumes stewardship of the unit's historical lineage, its soldiers and its future. He assumes responsibility for building on the work of his



**Maj. Gen. Charles F. Scanlon (left) looks on during his retirement ceremony, as his wife, Barbara J., receives a plaque from Army Vice Chief of Staff Gen. J. H. Binford Peay III.**

predecessor and advancing this superb unit to even newer heights.

"These magnificent soldiers embody the heart and soul of our Army."

Peay recognized the Scanlons for their "long and devoted service to country and the United States Army," and presented to the outgoing commander the Army Distinguished Service Medal, the National Intelligence Distinguished Service Medal, and a Certificate of Retirement.

In presenting the seldom-awarded intelligence medal, Peay cited Scanlon's unique contributions to the nation's intelligence effort over the past 33 years, and his "farsighted vision and resolute leadership that enabled INSCOM soldiers and civilians to make decisive contributions to the nation's military efforts around the world. Many of his initiatives will have a significant, positive impact on

the community well into the next century. Sustained excellence, professionalism and concern for the welfare of his subordinates have been the hallmarks of his career."

In his remarks, Scanlon said, "Today is a proud day for me. I'm particularly proud of the Intelligence and Security Command, its service to the Army and the intelligence community—and foremost, I'm proud of the patriotism, dedication, talent and quality of the soldiers standing on this parade field today, representing the U. S. Army and INSCOM serving around the world today."

"To have been the INSCOM commander — charged with the important mission of providing the

best possible intelligence support to the Army and the U.S. military — was the fulfillment of all my early professional aspirations."

Scanlon highlighted his views on what he felt were key to the future direction of intelligence: "Army intelligence in the 90s needs national and joint connectivity, state of the art technology, deployability, robustness and flexibility, and a continued focus on supporting the warfighting commanders. INSCOM today is meeting this challenge with exciting new programs such as Power Projection Brigades, deployable intelligence support systems, global communications, new systems designed for theater-specific conflicts, increased integration of Army reserve components, and with intelligence professionals second to none."

Upon assuming command, Menoher lauded the outgoing com-

mander as an "outstanding soldier who is leaving an extraordinary legacy. I could not have asked to take over a stronger organization; one that is trained, ready and battle-tested."

To the command at large, he said, "I can't tell you how proud I am to take command of this magnificent organization. As a command, we are engaged every day in providing real world intelligence and security support to Army, joint and combined commands around the globe, while, concurrently, being trained and ready to execute contingency operations."

"These are extraordinary demands, especially in this period of declining resources. Despite these challenges, I have no doubt that you will continue to excel. You are part of the greatest Army our nation has ever fielded, and the individual talent and dedication each of you brings is a major reason for that greatness. With your support, I am confident that we will never fail to deliver the intelligence required to enable our Army to always achieve decisive victory."

The newly-installed commander pledged to provide focused and clear guidance to the command by way of "open communications and positive leadership that stresses technical and tactical competence and mission accomplishment, while taking the best possible care of our soldiers, civilians and families."

"Each of you and the other members of this command around the world are the most important part of INSCOM," Menoher said. "And I will do my best to provide a command climate that maximizes your individual contribution and growth, while ensuring that every person is treated fairly, with the respect and dignity they deserve as human beings."

Remarks completed, the new commander directed the soldiers to pass in review.

The final musical salute capped a colorful, yet solemn event that marched into the rich and proud history of the United States Army Intelligence and Security Command. \*

# The Changing of the Guard of Our Nation's Security



U.S. Army Photos



# ians ...



# Introducing ... INSCOM's Sixth Commander

**M**aj. Gen. Paul E. Menoher Jr. was born July 20, 1939, in West Palm Beach Fla.

He was commissioned through the Reserve Officer Training Corps at the University of California, Berkeley, from which he received a bachelor of arts degree in international relations. He also has a master's degree in international relations from George Washington University. His military education includes completion of the Infantry Officer Basic Course, the Defense Intelligence Course, the Naval Command and Staff College, and the U.S. Army War College.

Menoher has held a variety of command and staff positions culminating in his current assignment.

Menoher was the Commander, 1st Training Battalion, Intelligence School Brigade, U.S. Army Intelligence School, Fort Devens, Mass. Following attendance at the U.S. Army War College, he was assigned to Headquarters, U.S. Army

Forces Command, Fort McPherson, Ga., as Chief, Intelligence Branch, and then Chief, Combat Intelligence Division, Office of the Deputy Chief of Staff for Intelligence. He remained at Fort McPherson until he undertook assignments in Europe and Korea.

Later assignments include Chief, Collection Division, Office of the Deputy Chief of Staff for Intelligence, U.S. Army Europe and Seventh Army; Assistant Chief of Staff, G2, VII Corps; Commander, 501st Military Intelligence Brigade, U.S. Forces Korea; and Commanding General, U.S. Army Intelligence Agency and Assistant Deputy Chief of Staff for Intelligence at Headquarters, Department of the Army.

He assumed command of the U.S. Army Intelligence Center and School at Fort Huachuca, Ariz. on Sept. 15, 1989. During his tenure, Fort Huachuca became a U.S. Army Training and Doctrine Command installation. Through the resulting consolidation of the U.S. Army

Intelligence Center and School and the U.S. Army Garrison, Fort Huachuca, the U.S. Army Intelligence Center and Fort Huachuca was born.

Menoher assumed command of the U.S. Army Intelligence and Security Command at Fort Belvoir, Va., on Aug. 12.

Menoher's awards and decorations include the Legion of Merit (with two Oak Leaf Clusters), the Bronze Star Medal (with Oak Leaf Cluster), the Meritorious Service Medal (with four Oak Leaf Clusters), the Joint Service Commendation Medal, the Army Commendation Medal and the Expert Infantryman Badge.

He is married to the former Bebe Etzler of Dallas, Texas. ♦



**Maj. Gen. Paul E. Menoher Jr.**

## INSCOM's New Top NCO

**C**ommand Sgt. Maj. James A. Johnson was born in Helena, Ark., on Feb. 15, 1945.

Johnson entered military service in July 1965 and served three years, nine months, including a tour in Vietnam, as a rifleman in the U.S. Marine Corps.

In January 1970, Johnson entered the U.S. Army, where he has held a variety of positions, leading to his current assignment as Command Sergeant Major of the U.S. Army Intelligence and Security Command.

As the Command Sergeant Major of the Military Intelligence Corps and the U.S. Army Intelligence Center and Fort Huachuca, Johnson's areas of responsibility included three other sites throughout the United States: the U.S. Army Intelligence School at Fort Devens,

Mass.; Corry Naval Air Station in Pensacola, Fla.; and Goodfellow Air Force Base in San Angelo, Texas.

From 1988 to 1989 he served as the Battalion Sergeant Major, 3rd Aerial Exploitation Battalion, 501st Military Intelligence Brigade, Camp Humphreys, Korea. He arrived at Fort Huachuca in 1989, where he served initially as Brigade Sergeant Major, 111th Military Intelligence Brigade, U.S. Army Intelligence Center and School, until February 1991, when he became the Command Sergeant Major of the U.S. Army Intelligence Center and Fort Huachuca.

Johnson's military education includes the Primary Leadership Course, 8th Army Noncommissioned Officer Academy, Advanced Noncommissioned Officer Course, First Sergeants' Course and Sergeant Major Course.

His awards and decorations include the Master Parachutist Badge, Pathfinder Badge, Air Assault Badge, Scuba Badge, Special Forces Tab, Purple Heart (Second award), Meritorious Service Medal (with four Oak Leaf Clusters), Army Commendation Medal, Army Achievement Medal and USMC Combat Action Ribbon.

Johnson is married to the former Audrey Fairlie of Swisher, Iowa. The couple have a daughter, Marylou, and son, Jeffrey. ♦



**Command Sgt. Maj. James A. Johnson**

# Discontinuance of 711th and 714th MI Battalions

Compiled by 2nd Lt. Marci A. Larsen

July 14, 1993, marked the end of an era for soldiers of both the 711th and 714th Military Intelligence Battalions. Discontinuance ceremonies were held in Augsburg, Germany.

As part of the 701st MI Brigade, these battalions received much recognition. They were part of the team responsible for winning the Travis Trophy in both 1988 and 1991. They were also part of the reason the 701st was awarded the INSCOM Award for Supply Excellence, and nominated by the INSCOM Commanding General for the Secretary of Defense's Maintenance Award. The 711th's Aviation Detachment received a U.S. Army Europe and VII Corps Certificate of Achievement for completing 20 years and 15,000 hours of accident-free flight operations.

## The 711th MI Battalion

The 711th MI Battalion has been in Augsburg since its formation in 1972, as part of the Troop Command. This unit, which encompassed all Field Station activities in Augsburg, included six subordinate companies and the offices of Athletics and Recreation, Public Information, Installation Coordinator and Food Services. In November 1973, Headquarters, U.S. Army Security Agency directed Troop Command to design a new organization. This consisted of a support battalion for logistics and administrative functions, a forward operations battalion to administer border sites, and from one to three rear operations battalions working under the Field Station Operations Center.

On Sept. 25, 1974, Troop Command became Support Battalion (Provisional). Six months later, the "(Provisional)" was deleted, and the six companies were redesignated.

Photo by Spc. Dwayne Young



*Col. Terrance M. Ford and Lt. Col. William Marvin case the colors at the 714th Military Intelligence Brigade Discontinuance Ceremony.*

The general organization and operation of Support Battalion remained the same until Oct. 1, 1977. At this time, the mission and personnel of the Communications Company were transferred to the United States Army Communications Command Activity.

Support Battalion, U.S. Army Field Station Augsburg, was redesignated 711th MI Battalion, 701st MI Brigade, on Jan. 1, 1988.

On March 16, 1992, the Aviation Detachment was discontinued. Other realignments occurred in August and October 1992, when all remaining operations of Field Station Augsburg were consolidated into one unit, A Company, 711th.

## The 714th MI Battalion

The 714th MI Battalion began on Jan. 1, 1971, as Company C, U.S. Army Security Agency Field Station Augsburg. On April 28, 1975, it was

redesignated Third Operations Battalion, U.S. Army Field Station Augsburg. The battalion was assigned a 24-hour mission utilizing over 13 million dollars worth of equipment. Its structure changed slightly over the years, but the mission remained constant.

Two detachments were formed on April 1, 1976: one in Bad Aibling, and one in Schleswig, Germany. In early 1982, another detachment was established at Athens, Greece.

When the battalion was again reorganized on Jan. 1, 1985, Detachments Athens and Bad Aibling were transferred to other battalions within Field Station Augsburg. Three years later, Third Operations Battalion was redesignated the 714th MI Battalion, 701st MI Brigade. On Oct. 1, 1991, the 714th assimilated all residual missions, soldiers, and equipment of the deactivating 712th MI Battalion.

On April 1, 1993, following a long and distinguished history, the 714th MI Battalion ceased its strategic intelligence mission. It then dedicated its efforts to "Protect the Soldier" training and to the disposition of all mission and organizational equipment.

## End of a Success Story

After the discontinuance of the 701st MI Brigade in January 1993, both battalions were assigned to the 66th MI Brigade, until their own discontinuance in mid-July.

Throughout the impressive history of these units, the soldiers of the 711th and 714th MI Battalions clearly exemplified the motto of Field Station Augsburg, the "Home of the Professionals." \*

*2nd Lt. Larsen is the Assistant S1 and Public Affairs Officer for the 66th MI Brigade.*

# Role of the Noncommissioned Officer

By Sgt. Lisa M. Hughes

**T**oday's Army is in a constant state of change. Budget constraints, personnel reductions, and the reorganization of the force as a whole have combined to create an atmosphere of uncertainty. Commanders, under pressure from their superiors, make cuts how and where they can. With the new administration underway, no one can be sure of what is to come. Never before has the role of the Noncommissioned Officer been more important.

One of the main functions of the NCO in the Army is to assist the chain of command. The chain of command consists of commanding officers, in succession superior to subordinate, through whom command is exercised. In order to leave themselves more time to make decisions and plan for future operations and training, commanders rely heavily on the NCOs to conduct day-to-day operations. The NCO support channel closely parallels the chain of command for precisely that reason. It provides the commander with a formal element through which orders can

be funneled, thereby assuring that they will be carried out to his satisfaction without the need for his constant attention.

The relationship between the officer and the NCO is best expressed in an old Army story, found in the NCO Guide:

“‘An old major,’ a veteran of long service and some hard campaigns, was giving some officer candidates practical experience in how to lead troops. The problem involved putting up a flagpole. To do it, he had provided a sergeant and a detail of three pri-

vates with tools. But it was up to the officer candidates to figure out the best way to do the job.

“They pondered the situation carefully. Several false starts were made; solutions were advanced and tried but failed because nobody seemed to be in charge; each candidate thought only he knew the right way and competed loudly with the others to be heard.

“Finally, the old major stepped in and with a gesture silenced the babble. ‘Gentlemen,’ said he, ‘allow me to demonstrate how a good officer would do this job.’ He turned to the sergeant and said, ‘Sergeant, please have the men put up the flagpole.’ Nothing more was said, and in a few minutes the pole was up.”

This anecdote illustrates the good working relationship which can exist between an officer and an NCO. A good officer provides an atmosphere in which he allows his NCOs to do their job; a good NCO gets the job done.

The responsibilities of an NCO can be divided into twelve broad categories, as follows:

1) **The individual training of soldiers in Military Occupational Specialties and in basic soldiering skills** — An NCO must teach his soldiers what they need to know (both technically and tactically) in order to survive on the battlefield.

2) **The personal and professional development of soldiers** — An NCO should serve as a guide to soldiers, taking personal interest in their professional development and personal growth.



**3) The accountability of subordinate soldiers** — An NCO must know where his soldiers are at all times during duty hours, and how to reach them should a problem arise during off-duty hours.

**4) The military appearance, physical conditioning, and training of his soldiers** — Corrections to deficiencies in these areas should be made as soon as they are identified.

**5) The physical and mental well-being of soldiers and their families** — An NCO should know his soldiers and their families well enough to spot trouble at the outset. Family problems can become work-related problems if allowed to get out of hand.

**6) The supervision, control, motivation, and discipline of subordinate soldiers** — An NCO should take responsibility for the actions of his subordinates; their behavior, positive or negative, reflects on him.

**7) The communication between the individual soldier and the unit** — In the proper use of the chain of command and the NCO support channel, legitimate complaints and appropriate suggestions of soldiers should be raised by the soldiers' supervising NCO.

**8) The planning and conduct of day-to-day unit operations within prescribed policies** — Activities should be carried out according to the policies outlined by the commander.

**9) The maintenance of established standards of performance for soldiers and NCOs** — When an NCO takes responsibility and is accountable for the standard of performance for his soldiers, the unit can accomplish its mission.

**10) The maintenance, serviceability, accountability, and readiness of arms, clothing, vehicles, and equipment** — Proper maintenance could mean the difference between life and death on the battlefield, and it's the

NCO's responsibility to do everything within his power to ensure that his soldiers come home alive.

**11) The appearance and condition of unit billets, facilities, and work areas** — Good maintenance and cleanliness in these areas promote good hygiene and safety which, in turn, promote good morale.

**12) The advice, support, and implementation of policies set forth by the chain of command** — It is the responsibility of the NCO to implement policy, and to provide feedback for the chain of command to improve those policies.

All other duties aside, the principle job of an NCO is to lead soldiers. Leadership is defined as "the process of influencing others to accomplish the mission by providing purpose, direction, and motivation."

That mission, especially in peacetime, may amount to maintaining a certain level of training and readiness at all times. This can be accomplished by a number of methods, but the most effective is to lead by example. An NCO should expect from himself first what he expects from his soldiers. A leader who does not make it to formations on time can hardly expect his subordinates to take him seriously when he insists on punctuality.

In wartime, however, the focus is different. That is the time when the NCO must provide dynamic leadership. He must be able to inspire his soldiers to do things that go against everything their survival instincts and common sense are telling them. He may have to ask them to risk their lives, and a good NCO knows that there is really only one reason they would do that: they trust him to bring them home alive.

That kind of confidence begins in peacetime, back in garrison, when the soldiers on the team are just learning what they can expect from their NCO. If they learn that they can trust him to take care of them during tough times,



if he takes a personal interest in their well-being, if he is consistent and fair, and if they can count on him, there is nothing that team cannot accomplish.

With today's uncertain atmosphere, the role of the NCO has never been more crucial. The NCO provides the consistency, stability, and support necessary for his soldiers to adapt to the Army's changing needs. Today's NCOs are molding the leaders of tomorrow, and in that way determining the shape of the Army's future. It's a hefty responsibility and will probably be a tough job ... but an NCO gets the job done. \*

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*Sgt. Hughes is with the 741st MI Battalion, 704th MIBrigade, Fort George G. Meade, Md.*

# McClellan Assumes Command of 310th

By Capt. Paul C. Washington

**A**gainst the magnificent backdrop of the Panama City, Panama, skyline and the azure Pacific Ocean, the 310th Military Intelligence Battalion conducted a change of command ceremony, June 25, 1993.

Lt. Col. Carl E. Vikstrom, acting 470th MI Brigade commander, officiated at the ceremony during which Lt. Col. William N. Vinson relinquished command to Lt. Col. Karen L. McClellan. Vikstrom awarded Vinson the Legion of Merit for his work as battalion commander.

In his comments following the passing of colors, Vinson reflected on the accomplishments of the unit during his tenure. Significantly, the 310th had successfully transitioned from a post-Operation Just Cause, Panama-focused Human Intelligence/Counterintelligence battalion to a regional support battalion. It had greatly expanded INSCOM's role in supporting the war on drugs and routinely deployed soldiers to countries throughout the U.S. Southern Command's area of responsibility. It also provided outstanding force protection support to the U.S. Army South, headquartered at Fort Clayton, Panama. Vinson noted the contributions of the battalion's soldiers and civilians in making these accomplishments possible.

As with all changes of command, the passing of the colors provides a unit with a definite point in time at which the new commander assumes responsibility for the command and its soldiers.

In her first address to the command, McClellan pledged her commitment to continue the outstanding work the battalion has been recognized for in the past, and look for ways to improve the support it provides in areas still under development. Due to her previous assignment as the 470th MI Brigade S3,

she had the opportunity to watch the battalion execute its mission and noted its excellent reputation for quality intelligence work throughout the theater.

Following the conclusion of the ceremony, a short reception was held in the Fort Amador Officer's Club.

Vinson's next assignment is with Headquarters, USAINSCOM, at Fort Belvoir, Va. 

*Capt. Washington is the Adjutant of the 310th Military Intelligence Battalion.*

Photos by Spc. Dan Privett



*(Above) Lt. Col. Carl E. Vikstrom (left), acting 470th MI Brigade commander, congratulates Lt. Col. William N. Vinson, outgoing 310th MI Battalion commander upon the latter's receipt of the Legion of Merit.*  
*(Right) Vinson passes the colors to the new 310th commander, Lt. Col. Karen L. McClellan.*



**Operation SHINGLE:**

# The Anzio Invasion

By Dr. John P. Finnegan

**T**here had been concerns about the weather — winter storms in the Mediterranean could be fierce — but on the night of Jan. 21, 1944, the sky was clear and the sea was calm, and the Allied armada took up its station off the west coast of Italy without incident. At 0200 on Jan. 22, the British and American troops of Maj. Gen. John P. Lucas's VI Corps went ashore on the beaches of Anzio-Netunno. The landings were preceded

by salvos of rockets launched from improvised gunboats, but the pyrotechnical display proved unnecessary: the operation had achieved complete surprise, and there was practically no opposition from the handful of German defenders in the vicinity. As the Adjutant of the Irish Guards noted, the landing process had turned out to be "very gentlemanly, calm, and dignified."

As it turned out, the successful unopposed landing was about the only thing that would go right for VI Corps. Operation SHINGLE — the landing at Anzio — had been designed to be an operational masterstroke that would use Allied amphibious capabilities to outflank entrenched German lines, break the stalemate on the Italian front, and open the way to a quick capture of Rome. Instead, it turned into a bloody battle of attrition. For 19 weeks, Allied troops would be bottled up into a narrow beachhead drenched by enemy fires. And in the end, an American Army commander would throw away any possible fruits of victory to gain a transitory moment of glory.

**O**peration SHINGLE had its genesis in the frustrations of the Italian front. Following the invasion of the Italian mainland in September, the British Eighth and American Fifth Armies had begun a northern march up the Italian boot. But this had proved to be an unexpectedly trying process. Contrary to expectations, Field Marshal Albert Kesselring, the German

commander, had decided to fight a delaying action well south of Rome. Kesselring had crack German troops under his command: paratroops and panzer grenadiers. In addition, the Germans proved to be masters of the arts of demolition and fortification. The axis of the Allied line of advance lay across a jumble of mountains and an array of swift rivers that Italian autumn rains had turned to torrents. After prolonged fighting, the Allies broke through the German Winter Line, only to find the even more formidable defenses of the Gustav Line, centered on Monte Cassino, just behind it.

In the fall of 1943, the Allied Commander in Chief in the Mediterranean, Gen. Dwight Eisenhower, contemplated making an amphibious assault on the port of Anzio just south of Rome to speed up the advance. However, Eisenhower envisaged a small-scale operation, to be launched only when the main Allied armies were in a position to link up with the invasion force within 48 hours. By mid-December, the original target date for the Anzio invasion, the main Allied armies were still unsuccessfully battering the Gustav Line, 80 miles from Rome. Operation SHINGLE was then cancelled, and Eisenhower went off to England to take charge of preparations for the invasion of France. The landing craft assigned to SHINGLE were scheduled to follow.

Operation SHINGLE, however, then took on a life of its own, largely at the urging of British Prime Minister Winston Churchill. Churchill felt it ridiculous that the Allied amphibious lift

*For 19 weeks, Allied troops would be bottled up into a narrow beachhead drenched by enemy fires.*



capability in the Mediterranean should be moved back to Britain and lay idle for several months. Far better that the ships be used to mount a "cat claw" strike deep behind German lines. An Allied force striking unexpectedly at Anzio could quickly drive north and take the Alban Hills, severing German railroad and road communications between Rome and the Gustav Line. The Germans would have to abandon their mountain defenses and flee, and the road to Rome would lie open. The concept was accepted by Gen. Sir Harold Alexander, Allied Ground Forces Commander in the Mediterranean. Implementation was to be carried out by American Lt. Gen. Mark Clark's Fifth Army. In turn, Clark ordered Lucas to execute the operation using elements of his American VI Corps, bolstered by British units.

However, ordering SHINGLE and carrying it out proved to be two different things. There were only enough landing craft in the Mediterranean to transport a two-division assault wave. With surprise, this slender force might take Rome and the Alban Hills, but the Germans were proven masters of counterattack, and there was every chance that Lucas's overextended forces would then be overwhelmed. The main Allied armies were not within supporting distance, and even the naval commanders expressed concern about their ability to provide assured logistical support. Lt. Gen. George Patton, scarcely known for a faint-hearted approach, told Lucas, "John, there is no one in the Army I hate to see killed as much as you, but you can't get out of this alive." Ominously, even rehearsals for the landings went awry;

on a dark and stormy night, the transports stood too far off-shore, 40 amphibious trucks sank with loss of life, and no battalion landed on time or in formation.

**T**hus, even when Lucas managed to land his forces at Anzio with unexpected ease, he continued to proceed with extreme caution, consolidating the beachhead and port and waiting for the arrival of his reserve formations. Lucas was a less-than-dashing commander—his troops called him "Foxy Grandpa"—and he was no doubt influenced by Mark Clark's parting words of advice: "Don't stick your neck out the way I did at Salerno." It took a week before Allied forces began to edge north toward the Alban Hills and threaten to interdict the Appian Way, one of the

two main roads between Rome and the Gustav Line. By then it was too late.

The Germans recovered from their surprise with great dexterity and aplomb. Scattered formations were on the move toward Anzio from the Gustav Line, Northern Italy, Germany, France, and Yugoslavia. On Jan. 25, Col. Gen. Eberhard von Mackensen established Fourteenth Army Headquarters south of Rome to coordinate the German defenses; three days later, Adolf Hitler issued an Order of the Day telling his troops not to rest in the face of this new threat until "the last enemy has been destroyed or thrown into the sea." Allied air superiority failed to prevent the steady concentration of German troops around the beachhead; meanwhile, the German Luftwaffe began to whittle away at Allied transports and fire-support ships off Anzio with radio-guided glide bombs.

Allied efforts to break through the stiffening German defenses now proved to no avail. Lucas had the equivalent of four divisions on hand, but they were not enough. An assault on the town of Cisterna at the end of January was an absolute debacle. Two hand-picked Ranger battalions were sent to infiltrate German lines. They were discovered, caught in the open by superior forces with tanks and artillery, and exterminated. Of the 767 light infantrymen who went forward, just six made it back.

In February, the Germans, who now had 120,000 men in place, counterattacked repeatedly. Allied lines were badly bent — the British troops in particular suffered terrible casualties — but did not break. Massed Allied artillery, together with naval and air support and some timely bad weather, helped stave off the German advance. Lucas had won a defensive battle. It was not enough. As he had predicted, "My head will probably fall in the basket, but I have done my best."

On Feb. 22, he was relieved by the talented Maj. Gen. Lucian Truscott.

In March, the Germans, in turn, went on the defensive. The Anzio beachhead was steadily built up — by May, Truscott had five United States and two British divisions — but stalemate continued. As Lucas had feared, all that Operation SHINGLE had accomplished was to divide Fifth Army around the enemy, resulting in a situation in which neither part possessed the capability of inflicting a real defeat upon the Germans. What the troop buildup did was to create, for the Germans, a target-rich environment, with thousands of Allied troops and vehicles packed into a constricted space. As war correspondent Ernie Pyle wrote, "Never had I seen a war zone so crowded." Into this shell trap the Germans rained fire, using everything from mortars to 280mm railroad guns. As Churchill later grumbled, "I had hoped we were hurling a wildcat onto the shore, but all we got was a stranded whale." The siege was not lifted until the Allies, using new tactics and troop dispositions, finally broke through the Gustav Line in the latter part of May.

The fall of Monte Cassino and the collapse of the Gustav Line at last created conditions for a break-out. On May 23, Truscott moved his forces against the key road junction of Valmontane, just south of the Alban Hills. Its capture would trap the German Tenth Army as it fell back from the Gustav Line. On May 25, elements of the VI Corps at last linked up with the vanguard of II Corps as it moved north. It now seemed that, however belatedly, Operation SHINGLE might fulfill its original objective of trapping the German field armies in a giant pincer movement.

It was not to be. Fifth Army Commander Gen. Mark Clark had other ideas. Over the long months of indeci-

*Of the  
767 light  
infantrymen  
who went  
forward, just  
six made it  
back.*

sive fighting, Clark had become fixated on the idea of personally capturing Rome. He saw the British as rivals, not as allies, in this effort. On May 26, Clark directed Truscott to shift the axis of his advance from northeast to northwest. Fifth Army's objective was no longer to bottle up the escape route of a fleeing enemy, but to capture Rome before the British did. Truscott followed his orders. But of course, this meant that VI Corps was no longer striking at enemy weakness, but strength: Truscott now had to drive his forces straight ahead against the Fourteenth Army's prepared positions. It took a week of hard fighting, but Clark entered Rome on June 4 to the cheers of thousands. Meanwhile, the German armies escaped.

And on June 6, the Allies invaded Normandy... and everybody forgot about Rome except its own inhabitants. ☑

*Dr. Finnegan is a historian with the INSCOM History Office.*

# Personnel Managers Offer Glimpse of Future

## *A By-Rank Look-Ahead into the Next Two Years*

**A**rmy personnel officials at the Pentagon have recently expressed concern that well-publicized media accounts of military downsizing may lead many soldiers to question the viability of an Army career.

Despite being caught up in the steepest drawdown since the end of the Vietnam War, the Army's top personnel official predicts that promotion and schooling opportunities will be comparable to those of the past — "or in some cases, even better."

As the ranking manager of Army force levels, Lt. Gen. Thomas P. Carney seeks to eliminate the anxiety soldiers may experience in regard to the drawdown. He feels the best way to do this is by keeping them tuned to "fast, factual and focused" information as the restructuring process unfolds.

Carney acknowledges that "We're going through a period of turbulence that naturally causes some uncertainty among our soldiers," but added that "The major reductions appear to be behind us."

"We are committed to maintaining a quality force," Carney said. "Personnel programs will continue to be focused on maintaining readiness, while caring for soldiers and families."

"As we downsize today and in the future, we must remember the Army remains a great institution in which to serve. Education, training, family programs and job satisfaction still figure high in our work to restructure the Army," Carney said.

Voluntary separation incentives and offers of early retirement, which are expected to continue through fiscal year 1996, will continue to be the primary means by which the Army will achieve its end-strength goals.

Personnel officials offer the following by-rank look-ahead into the next two years based on the most current information, with some speculation regarding force structure and budget reductions that may occur within that period:

### Colonels

- Selective Early Retirement Boards will continue if voluntary retirements remain at projected rates. Fiscal year 1994 will be the last year in which colonels will have multiple SERB reviews (i.e., if a file is reviewed by the fiscal year 1994 board, it will not be reviewed again). The fiscal year 1995 board will review those colonels who complete two years in grade that year.
- Joint duty assignments will remain high priority for qualified officers.
- There is now a significant longevity pay increase for colonels with 24 years' service.
- Waivers to retire with two years in grade are still available.

### Lieutenant Colonels

- SERBs will be conducted throughout the drawdown period, with a significantly lower select rate — about five to 10 percent.
- Promotion selection rates to colonel have increased to 50 percent op-

portunity, and should remain stable at this level.

- "Pin-on" point for colonel will remain about 22 years, eight months.
- Selection for battalion-level command will remain competitive at historic rates.
- Senior Service College selection should not change from its present rate of about seven percent and will remain extremely competitive.
- Waivers to retire with two years in grade are still available.

### Majors

- The Army is replacing Reduction-In-Force procedures and the Voluntary Separation Incentive Program for field-grade officers by implementing the Early Retirement Program — also known as the "15-year retirement."
- The Early Retirement Program will be used to size and shape the field-grade force.

— The first priority is senior majors in overage skills, and those not selected for promotion. Early retirement will be used to properly size "promotion COHORTS" prior to consideration for lieutenant colonel.

- There are no plans to offer early retirement to critically short specialties.
- Promotion selection rate to lieutenant colonel will remain at about 70 percent.
- "Pin-on" point for lieutenant colonel has decreased from 17 years, four months to 16 years, 10 months. It will decrease further to 16 years, six months.

■ Competition for resident Command and General Staff College will remain keen. Completion of CGSC remains necessary to be competitive for promotion. Resident selection rates will increase from 50 percent to 60 percent.

■ More majors will be assigned joint duty and Reserve component positions in the future.

■ Majors twice non-selected for promotion to lieutenant colonel will be selectively continued until retirement-eligible, but the period of continuation may be curtailed prior to 20 years' service. Early retirement will then be offered.

## Captains

■ A fiscal year 1994 RIF board is scheduled for February. It will consider officers in year group 1985 for early separation. However, if enough Voluntary Separation Incentive and Special Separation Benefit applications are received, the board will be canceled. A similar board will be scheduled in fiscal year 1995 to consider year groups 1986 and 1987.

■ Promotion selection rate to major will remain at 80 percent throughout the drawdown period and beyond.

■ "Pin-on" point for major is averaging 11 years, 10 months. It should decline to about 11 years, five months, with an objective of reaching 11 years.

■ VSI/SSB will be offered to officers



in the RIF zone and to those who are once non-selected for promotion to major. One-time non-selects with more than 15 years' service will be offered early retirement.

## Lieutenants

■ The Army will gain 3,700 active-duty lieutenants in fiscal year 1993 and will probably continue that number throughout the remainder of the drawdown period.

■ The Voluntary Early Release/Retirement Program (VERRP) will be offered. A pilot program in fiscal year 1994 will be offered to a limited number of lieutenants with 2-3 years' active

duty, provided they transition to Reserve component units for the remainder of their service obligation.

■ The fiscal year 1994 Captain Promotion/Lieutenant Retention Board is projected for October. The fiscal year 1993 captain selection rate was 92 percent. This compares to 91 percent over the last five years and should remain in the 92-percent range during the remainder of the drawdown.

## Warrant Officers

■ Promotion consideration is projected to be 80, 76 and 44 percent to chief warrant officers 3, 4 and 5, respectively.

■ Warrant officers can expect to be considered for promotion every six years after selection to chief war-

rant officer 2.

■ The Selective Early Retirement Board for warrants will continue in fiscal year 1994 and possibly through the drawdown period.

■ The Army is seeking legislative approval to conduct a regular Army warrant RIF. When approved, a RIF board will be conducted in fiscal year 1994 and possibly through the remainder of the drawdown period.

■ Early retirement and VSI/SSB will be offered to selected warrant officer grades and specialties based on requirements. A RIF may be precluded if sufficient voluntary separation applications are submitted.

## Sergeants Major

- No anticipated Selective Early Release/Senior Enlisted Release Boards will be held if voluntary retirements remain at projected rates.
- No change is anticipated in the 30-year retention control point.
- Retention beyond 30 years' service will continue for nominative positions.

## Master Sergeants

- Promotions to sergeant major will be sustained at a rate of 300-400 yearly.
- "Pin-on" point to sergeant major will hold steady at 20.9 years.
- Master sergeants will be considered for promotion to sergeant major about six times during their career. Nearly one of three will be promoted. However, if a master sergeant has not been selected during the first four selection boards for which eligible, the likelihood for promotion decreases to less than one in 25.
- Sergeant Major Course attendance will continue at about 700 resident and 300 non-resident seats in 1994. When the course converts to nine months in length, attendance will be about 600 residents and 25 non-residents yearly.
- Non-Commissioned Officer Education System linkage to promotion will be completed by Oct. 1, when all master sergeants will be required to complete the SMC prior to promotion to sergeant major. NCOs without SMC who are selected for promotion will receive first priority for attendance at the resident course.
- Master sergeants will not be considered for early retirement.
- There will be no change to the retention control point of 24 years.
- A longevity pay increase has been added for 24 years of service, and will be given to master sergeants and promotable sergeants first class who retire upon reaching their retention control points.

## Sergeants First Class

- Promotions to master sergeant will be sustained between 1,500-2,100 per year (compared to 2,333 in fiscal year 1992).
- "Pin-on" point for master sergeant will hold steady at 17.9 years.
- Sergeants first class will be considered for promotion about eight times during their career. Nearly one in four will be promoted. However, if a sergeant first class has not been selected during the first four selection boards for which eligible, the likelihood for promotion drops to less than one in 30.
- Early retirement may be offered in select specialties as required.
- There will be no change to the retention control point of 22 years.

## Staff Sergeants

- Promotions to sergeant first class will be sustained between 5,600-7,000 per year (compared to 5,473 in fiscal year 1992).
- "Pin-on" point for sergeant first class will hold steady at 13.7 years.
- Staff sergeants will be considered for promotion more than ten times during their career. Nearly two out of three will be promoted to sergeant first class. However, if a staff sergeant has not been selected during the first four boards for which eligible, the likelihood decreases to less than one in 15.
- Beginning Oct. 1, staff sergeants selected for promotion must complete the Advanced Non-Commissioned Officer Course before promotion can take effect. Selectees who haven't completed ANCOC will receive priority placement on the list.
- ANCOC attendance will remain in proportion to authorizations by specialty at about 7,000 seats in fiscal year 1994, projected to about 6,300 seats in fiscal years 1995 and 1996.
- Early retirement will be offered in select overage specialties as published by PERSCOM.
- No change will occur in the retention control point of 20 years.

- VSI/SSB will continue to be offered in select specialties for fiscal year 1994.

## Sergeants

- Promotions to staff sergeant will average between 10,000-12,000 per year (compared to about 10,000 in fiscal year 1992).
- "Pin-on" point for staff sergeant will hold steady at 7.6 years.
- Basic Non-Commissioned Officer Course authorizations will drop in proportion to promotions to about 18,000 seats in fiscal years 1995 and 1996.
- NCOES linkage to promotion was complete Oct. 1, 1992. All sergeants will be required to complete BNCOC prior to promotion to staff sergeant.
- Beginning Oct. 1, the retention control point for promotable sergeants will be 15 years' service. Early retirement will be offered to this group of soldiers in fiscal year 1994 at 15 years', 29 days' service.

## Corporals/Specialists

- Expect 23,000-25,000 promotions a year to sergeant (compared to 26,700 in fiscal year 1992).
- "Pin-on" point for sergeant will hold steady at 3.9 years.
- Promotable corporals and specialists must complete the Primary Leadership Development Course prior to promotion.
- The retention control point will remain at eight years' service.

## Privates First Class

- Promotions to specialist are not projected to change.
- "Pin-on" point for specialist will hold steady at less than two years.
- Soldiers not promoted to specialist by the end of their first term of enlistment must separate from the service.

— Army News Service

## Brown is Body Building Champ

Sgt. David M. Brown is National Champion in the Light Heavyweight Division for the U.S.A. Body Building Championship competition held in Santa Monica, Calif., July 9-10.

Brown, a driver for the INSCOM Command Group, competed in a field of over 200 body builders, 49 of whom were in his division. He was the only

military competitor in his division and takes special pride in besting those who are able to dedicate more time to training than his military duties will allow.

"It's not the amount of time you spend training as much as it is the quality of your training," Brown says. He recently reenlisted with INSCOM and looks forward to spending more time at the command before making his next military career move.



Photo by T. Gardner Sr.

**INSCOM's Sgt. David M. Brown was recently named National Champion in the Light Heavyweight Division for the U.S.A. Body Building Championships.**

His previous victories include the titles Mr. Germany 1991, Mr. Europe 1991, Mr. America 1990 and Armed Forces Champion 1987-88.

## INSCOM's Shelton Garners Ardisana Award

INSCOM's Sgt. Gary E. Shelton is a winner in the 1992 Ardisana Collector of the Year Award competition. He joins Sgt. Timothy L. McIntosh (USAF) as runners-up. Top honors went to Daniel L. Trejo of the Air Force.

Shelton, with the 714th MI Battalion, Augsburg, Germany, when selected, was recently promoted and began a new assignment with the 201st MI Battalion, Vint Hill Farms Station, Warrenton, Va. The three winners were selected from a group of 23 outstanding military and civilian intelligence collectors representing Service Cryptologic Elements and the National Security Agency.

The Ardisana Award provides recognition and promotes excellence in the collection field. It is named after Brig. Gen. Ben Ardisana, a veteran collection professional who pioneered many of the procedures used today.

The yearly award is sponsored by the NSA Collection Association. Eligible candidates are members of INSCOM, the Naval Security Group, the Air Force Intelligence Command, the U.S. Marine Corps, and NSA.

The INSCOM winner received the award at a ceremony on 13 July. The NSA Deputy Director of Operations, Robert L. Prestel, presented Shelton with letters of commendation, certificates, and a 1-year membership in the Collection Association.

Col. William M. Robeson, INSCOM Chief of Staff, was present at the ceremony, along with Shelton's wife, Ingrid Maria, and his former supervisor from the 714th, Chief Warrant Officer Bryan S. Martz.

# Changes Ahead for Security

The Deputy Chief of Staff for Security, Mr. Brendon A. Xiques, attended the DoD Security Conference held in Williamsburg, Va., during May. The primary focus of this conference was the many changes in the security program that are projected for the coming year.

Executive Order 12356, *National Security Information*, is being rewritten. This is the basic policy document that governs the classification of information in the interest of national security. The draft of the new executive order must be completed by November 1993. There are many tough questions to consider in the rewrite of this important executive order. Some of the questions being addressed are:

- In the post-Cold War era, what types of information continue to require protection through classification in the interest of national security?
- What steps can be taken to avoid excessive classification?
- What steps can be taken to declassify information as quickly as possible?
- What steps can be taken to declassify or otherwise dispose of large amounts of classified information that currently exist in government archives and other repositories?
- What steps can be taken to reduce the number of, and provide adequate oversight and control over, special access programs?

- What steps can be taken to control unnecessary distribution and reproduction of classified information?

- What steps can be taken to enforce the "need-to-know" principle?

The communications security (COMSEC) directives, DoD Dir

4640.6, *Communications Security, Telephone Monitoring and Recording*; AR 380-53, *Communications Security Monitoring*; and AR 380-40, *Communications Security*, are currently under revision and projected for publication within the next year. Some of the changes include modification of the two person integrity (TPI) policy, changes to COMSEC incident reporting, and consolidation of cryptofacility inspections and COMSEC audits into one program.

Changes to the National TEMPEST Policy are currently being staffed and include:

- A significant reduction in the TEMPEST requirements for all of the Continental United States.
- Changes in how TEMPEST threat levels are determined.
- Greater emphasis on classification of material in conjunction with known or projected threats in determining optimum countermeasure requirements.

New policy is anticipated late this summer which will result in revision of AR 380-19-1, *Control of Compromising Emanations*, scheduled for update in early 1994.

Director, Central Intelligence Directives (DCIDs), which provide the basis for sensitive compartmented



information (SCI) security, are also being rewritten. DCID 1/21, *SCI Physical Security Guidance*, has been rewritten, and an implementing manual has been drafted. DCID 1/19, *SCI Administrative Guidance*, is currently being rewritten. One change that will be included is the elimination of the two-person rule within SCI facilities. This change was signed on March 19, 1993. DCID 1/16, *Guidance on SCI Automated Systems*, will be rewritten this summer. In addition, a new military intelligence manual, the *SCI Administrative Security Manual*, will be published, and AR 380-28, *DA Special Security System*, will be rewritten. Current projected date for publication is mid-1994.

The new *DoD Personnel Security Program Manual*, DoD 5200.2-R, has been drafted. Upon publication of this manual, AR 380-67, *DA Personnel Security Program*, will be rewritten, and target for publication is not later than the fourth quarter of FY94.

The Deputy Chief of Staff for Intelligence (DCSINT) is responsible for 12 ARs. Plans are being made to publish new ARs over the next year. Publication of DoD 5200.1-R, *Information Security Program Regulation*, is expected in late 1993. Tentative publishing date for new AR 380-5, *DA Information Security Program*, is March 1994. In the Information Security arena, plans are being made to consolidate the following into AR 380-5:

- AR 380-15, *Safeguarding Classified NATO Information*
- AR 380-150, *Access to and Dissemination of Restricted Data*
- AR 381-1, *Security Controls on the Dissemination of Intelligence Information*

■ DA Pam 380-1, *DA Guide to Marking Classified Documents*

■ DA Cir 380-93-XX, *Non-Disclosure Agreement, SF 312*

On Jan. 6, 1993, the president signed Executive Order 12829, which established the new National Industrial Security Program (NISP). The purpose of the NISP is to establish a set of national standards which the contractors who will work with federal agencies must follow to protect classified information. A draft NISP Operating Manual (NISPOM) has been prepared and reviewed. It is currently being rewritten based on recommendations from the review. The NISPOM is projected to replace DoD 5220.22-M, the *DoD Industrial Security Manual*, and 5220.22-R, the *DoD In-*

dustrial Security Regulation. Once the NISPOM is published, AR 380-49, *DA Industrial Security Program*, will be revised. These changes are expected within the next year.

Next year will be a very busy one for security officers. With all the regulations being rewritten, the Security Office staff will be busy preparing to reeducate all personnel in the revised security regulations and procedures. \*

— Submitted by the INSCOM Office of the Deputy Chief of Staff for Security.

## COMING SOON — To a Mailbox Near You!

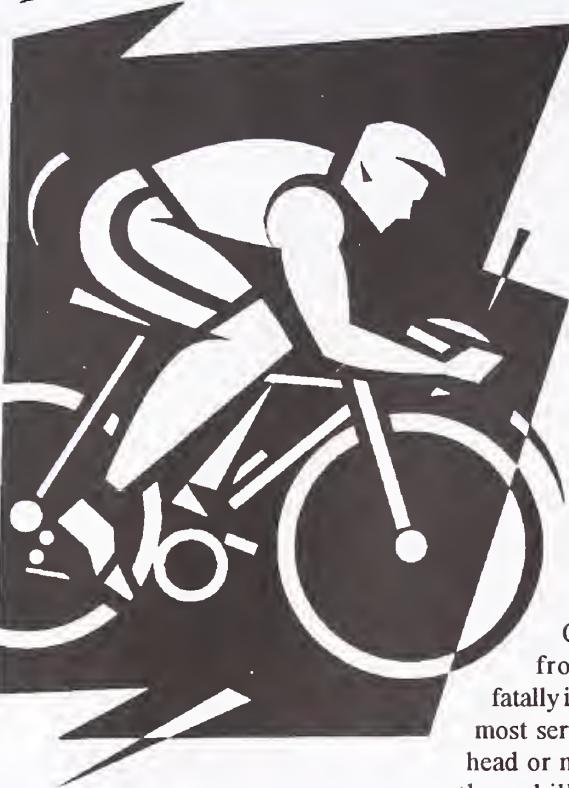
The staff of the *INSCOM Journal* wishes to know what you, our readers, would like to see and read in the magazine. A readership survey will soon be in the mail to selected individuals within the Intelligence and Security Command.

The survey has questions about your likes and dislikes about the *Journal*. Here is your chance to rate the magazine and put your two cents in on future changes. Results from the survey will be published and used to fine-tune this publication.

If selected to receive the survey, *don't procrastinate, don't delay* — fill it out and return it to:

Commander  
USAISCOM  
ATTN: IAPAO  
8825 Beulah Street  
Fort Belvoir, Va. 22060-5246





# Bicycle Safety

**M**ore than 78 million Americans ride bicycles, and the number is growing. Americans bought more than 12 million bikes in 1986, and they're taking to the road for a variety of reasons — recreation, fitness, transportation, sport, and bicycling vacations.

According to Bicycle Federation of America estimates, 1986 was the first time in over a century that more adults than children rode bicycles.

In 1986, 929 bicyclists were killed on U.S. roads, and about 90 percent of these deaths involved collisions with motor vehicles. About half of all bicyclist fatalities are caused by a motor vehicle overtaking a bicycle and hitting it from behind. Another 10 percent occur when a bicyclist turns left in front of an overtaking motor vehicle.

More than half of all non-fatal bicyclist injuries do not involve collisions with motor vehicles but, instead, involve hitting the road surface.

In a Dade County, Fla., study from 1956 to 1979, fatally injured bicyclists were most seriously injured in the head or neck region. None of those killed was wearing a helmet.

In 1984, 385,000 bicycle-related injuries were treated in emergency rooms.

About 60 percent of all bicyclist deaths occur during warm weather, especially May through August. About half are children age 16 or younger. The death rate rises rapidly beginning at about age 4 and is highest among 10- to 16-year-olds. Among 9- to 12-year-old boys, bicycle accidents account for about 30 percent of all vehicle-related deaths. Among children under the age of 15, bicycles are the biggest source of play-related injuries. Responsibility for serious (i.e., injury-producing) bicycle/motor vehicle crashes is strongly related to age. Through age 12, most crashes are caused by the rider.

In a survey of children treated for bicycle injuries at Children's Hospital in Philadelphia, Pa., only three of 540 were wearing helmets when their accidents occurred. In the same survey, 54 percent of children injured on bicycles

claimed they had never received bicycle safety instruction.

## Types of Accidents

One type of bicycle accident is referred to as the "ride-out." A cyclist rides out into the street from a residential driveway, a sidewalk, or a curb and is hit by a passing car. This type accounts for 15.4 percent of fatal bicycle accidents and 13.9 percent of non-

*... fatally injured bicyclists were most seriously injured in the head or neck region. None of those killed was wearing a helmet.*

fatal bicycle accidents. The median age of the cyclist involved is 11. This occurs mostly during daytime hours on quiet two-lane residential streets. Often, parked cars, bushes or other items block the motorist's view.

Another type of bicycle accident is when the cyclist moves left without yielding to other traffic and is hit by an overtaking car. This accounts for 16.2 percent of fatal bicycle accidents and 14.2 percent of non-fatal accidents. The median age of the cyclist is 13. It occurs most often during the daytime on two-lane residential streets. Ninety-four percent of the cyclists didn't look behind for traffic before moving left; the cyclists assumed they could hear cars well enough not to look back.

Another type of accident accounting for 7.8 percent of bicycle fatalities

and 10.2 percent of non-fatal accidents is when a cyclist runs a stop sign and is hit by a passing car. The median age of the cyclist involved in this type of accident is 12. Most cyclists enter a familiar intersection without slowing or stopping; most survivors admit knowing the stop sign was there and knowing the law; in some cases, bushes hid the motorist's view of the cyclist.

The last type of bicycle accident is when cyclists ride against the flow of traffic and are hit. One common situation happens when a right-turning motorist pulls around a corner and hits an on-coming wrong-way rider. This type of accident accounts for 7.9 percent of fatalities and 21.4 percent of non-fatal accidents. Such accidents most often occur when a cyclist surprises a motorist by "appearing out of

nowhere." Sometimes, cyclists foolishly believe that riding against traffic is safer, because they "can see the cars coming."

Bicycle safety is everybody's business. Motorists need to be aware of bicyclists, and bicyclists need to be aware of motor vehicles.

Every state defines a bicycle as a vehicle or gives bicycles the rights and duties of vehicles. This means that bicyclists are drivers of vehicles and, as such, must obey the laws of the road. ☑

— U.S. Army Safety Center, Fort Rucker, Ala.

## LANGUAGE

*From page 18*

captain, who, with his teammate, Air Force Master Sgt. Robert Brunsman, won the silver medal in this event.

"Many of the words that came up in the competition were words that we used in practice, for which we had designated clues," said Plaisted. "The other teams were shocked when we guessed words with clues that didn't make sense to anyone but us."

Fresh from their gold medal winning performance in "Password," the duo of Army Spc. Clayton Hays and Navy Petty Officer 2nd Class Michelle

Veillon added the gold medal in "Draw Me a Picture," an event in which one team member describes a series of 30 small pictures in the target language to the other team member, who draws them at an easel 15 feet away.

The duo of Army Sgt. 1st Class Jim Cooke and Army Staff Sgt. Mark Fenton won the silver medal in "Get the Point," a reading comprehension event, to round out the medal total for the FSK Russian pairs at two gold and two silver. Their two first-place finishes were enough to earn the third-

place team plaque in the Russian competition for Hays and Veillon.

Once the competition was over, the victorious FSK Language Olympics team returned home to Hawaii, armed with the knowledge that they had proven themselves against the best linguists in the world. Not only had they demonstrated that FSK takes its language mission seriously, they returned as better linguists themselves — ready to handle any on-the-job challenges that might come their way. ☑

# Transition Tips — The Interview as a Sales Presentation

By William G. Fitzpatrick

**M**ilitary people beginning a job search are often supremely confident about their ability to land a job.

They make all the right moves getting a company interested in talking to them, then figure they can just go in and dazzle the company with their brilliance. Unfortunately, it's not that easy.

Most separating veterans are extremely confident in their ability to sell themselves. Many have said that, if they can get in front of a hiring executive, they have no doubt of their ability to get the job — because of their positive mental attitude. This confidence can often be a liability, instead of an asset.

Everyone involved in job-search counseling, out-placement or career transition training has a strong opinion about what is most important in the job search. Some will say that resumes are critical; others will focus on research. But all of these are important, and each gets you closer to the key element in the entire job search — the interview.

Resumes, broadcasting (or networking), a slick marketing plan and effective research do not get you hired. While important to the job search, they all lead to one important event. That event is the chance to get face-to-face with a potential employer and present your qualifications.

Corporate recruiters and other hiring officials indicate that most people fail to get hired because they show up for an interview without ad-

equate preparation. Instead of taking the time to properly prepare, candidates try to rely on their personality and positive attitude to guide their performance.

It doesn't work.

Recruiters and others who make hiring decisions are skilled at evaluating candidates. It doesn't take a professional very long to realize that a candidate doesn't know much about the industry, the company or anything else.

The key to success seems to be rehearsal and preparation. Going into an interview without adequate knowledge about the company and industry is like taking soldiers into combat without adequate intelligence.

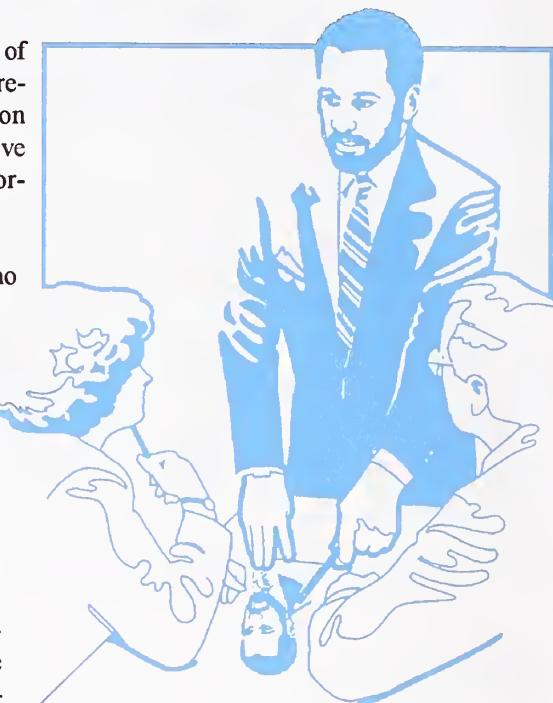
Here are some quick tips to help you prepare:

- Gather as much information as possible about the company, its goals and its business posture.

- Prepare sample questions that you may be asked, and rehearse your responses. Pay special attention to weaknesses in your qualifications, and be prepared to present off-setting advantages.

- Make a list of your positive features, such as loyalty, integrity and a team attitude, then be able to integrate these into your responses.

- Be prepared to tell the company what you plan to bring to the workplace, not what you hope to gain.



- Eliminate any personal problems or experiences from your presentation.

- Critique your performance after every interview. Use the information to refine and expand your list of possible questions.

Effective performance in an interview can be the key to landing a great job. Effective performance is based on preparation, planning, research and rehearsal.

Don't do away with the positive mental attitude, but don't rely on it as your single source of success. \*

*Mr. Fitzpatrick is director of career programs for the Non Commissioned Officers Association, Atlanta, Ga.*

# Do Financial Homework For Easier Transition

If you are thinking of leaving military or federal service, make sure your finances are straight.

Job searches can take several months, said Paula Davis, a DoD transition specialist. Landing a new job depends on numerous factors, including an individual's willingness to relocate, type of job wanted, salary expectations and experience.

"You are spending your time and energy trying to find a new job," Davis said. "You don't want to have to worry about every penny, taking a job you don't want just to pay the bills or to hold off bill collectors."

Ensuring that you straighten out your finances and set up a budget before looking for a job won't prevent money problems, said Davis, but it may make life easier while you do look.

A few financial moves you should make include:

- Draw up a list of income and resources.
- Calculate a bare-bones budget that covers necessary items, such as utility expenses, mortgage or rent payments, car and minimum credit card payments, and food costs.
- Determine expenses for job hunting, including costs for telephone calls, printing and mailing resumes and applications.
- Pay the minimum amount monthly, if you can't pay off credit card bills.
- Cut down on expenses.
- Avoid major purchases and expensive vacations.
- Contact credit card and mortgage companies and other agencies to

predetermine their policies concerning late or delayed payments.

Davis recommends developing at least three budget plans to cover all possibilities. "There's the best scenario, where a person finds a job right away and has a paycheck coming in. "Second, there's the next-best, which is finding a job in about six months," she said. "Worst-casing it, one should set up a third financial strategy to cover a job search that takes a year or so."

For help in setting up a workable budget, check with your family service center or other installation agencies, said Davis. \*

—American Forces Information Service



# Minty Fresh Breath Hazardous to Health?

By Evelyn D. Harris

If you think your mouthwash bites back, you may be right — some brands contain almost 29 percent alcohol.

Generally, the higher the alcohol content, the higher the mouthwash's "bite" and feeling of refreshment, said Col. Bruce Nelson, pharmacy chief at Walter Reed Army Medical Center, Washington.

"It shouldn't harm a healthy adult who accidentally swallows a mouthful," he said, "but people should be aware of the alcohol content and keep it away from children." He said some children might swallow alcohol-containing mouthwash and show no symptoms, but quick treatment is important if a child appears groggy, has slurred speech or loss of motor control, or generally appears drunk.

A group of state attorneys general recently called for child-resistant packaging for mouthwashes containing more than 5 percent alcohol — about the same as in an average American beer. Many popular brands of mouth-

wash contain 14 percent to 29 percent alcohol, according to the American Pharmaceutical Association's "Handbook of Nonprescription Drugs." Table wines contain 12 percent to 14 percent alcohol; 80-proof liquor contains 40 percent.

With the exception of recovering alcoholics, it is believed to be OK for adults to swallow *small* amounts of mouthwash. For them, ingesting even a little alcohol could cause a setback, said Navy Cmdr. Ralph Bally, a DoD alcohol and drug abuse prevention specialist.

Further, persons taking Antabuse, a drug used in treating alcoholics, should not use anything containing alcohol. Mixing the two causes rapid heartbeat, nausea, and generally serious discomfort or worse, he said, noting doctors counsel patients about this when they prescribe Antabuse.

Dr. (Col.) Michael Krakow, a dentist at Walter Reed,

said anecdotal evidence reveals excessive gargling with alcohol-containing mouthwashes may cause cancer of the vocal cords in people with no other risk factors for the disease. Many people think they need to gargle, but it has no benefit, said Krakow.

"Mouthwashes don't cure bad breath," he said. "Bad breath can be caused by illness, improper oral hygiene or eating foods like garlic and onions. Lung disease, diabetes and gastrointestinal disorders can cause bad breath, and people need to seek treatment for these disorders, not mask their symptoms.

"Regular flossing and brushing will alleviate bad breath if it's due to poor hygiene. Rinsing the mouth with warm salt water can also help," Krakow suggested. "As for garlic and onions, don't eat them if you want your breath to smell sweet." \*

Ms. Harris is a writer for the American Forces Information Service.



# Preparation Key for Successful Marathon

By Jim Garamone

**T**he first man to run a marathon died from it.

The messenger Pheidippides keeled over after running from Marathon to Athens and announcing the Greek victory over the Persians in 490 B.C. The bad name he gave the sport has lasted: Many people think marathoners are crazy.

But hundreds of thousands of Americans have taken to the sport. The military — which, of course, stresses physical fitness — has been in the vanguard. The Army sponsors a 10-mile race in Washington, D.C., each October, with this year's race to be held Oct. 17th. Almost every Army, Navy and Air Force installation sponsors an eight- or 10-kilometer run.

The granddaddy of all military races, however, is the Marine Corps Marathon, which will be run Oct. 24 in Washington, D.C.

Servicemembers and civilians from all over the world compete in the race. The concern of the race organizers is not a great winning time for the running elite, but just a great time for thousands of normal people who relish the challenge of a 26-mile, 385-yard race. Most in the race finish.

The Marine Corps stresses preparation. Dr. David Brody has been working with the service for 14 years to help people prepare for the marathon. "A

first- or second-time marathoner is not going to break a world record," said Brody, an orthopedic surgeon who founded the Washington (D.C.) Runners' Clinic of George Washington University Hospital. "We want them to have the appropriate training so they can complete the marathon comfortably."

Brody says preparing for a marathon is time-consuming, but necessary. "You don't wake up one morning and decide to go out and run a marathon," he said.

Whatever their previous experience, Brody says those wishing to run marathons should start preparing about a year before the race they plan to enter. They should be running about 15 to 20 miles per week. With the military's emphasis on physical fitness, most servicemembers have the necessary base.

About three months before the marathon, runners should embark on a program to bring their weekly mileage up to 45 miles. He recommends five running days per week. Mileage should not be divided evenly each day, but with intermittent long runs. "The body has to get used to longer runs," he said. "Runners should start with a long run of eight to 10 miles and build up to a 20-mile run one month before the marathon."

Brody says the 20-mile run will get the runner prepared for the mara-

thon and still leave time for the runner's body to recover from the effort in time for the race. "The 45-miles-per-week isn't a magic number. Each runner must choose what feels right. Forty-five is a good number for most people."

Brody strongly advocates a good stretching program and weight training. "Stretching is essential," he said. "The muscles on the calf, back of the thigh and lower back get stiff from running. Stretching alleviates this." Runners should stretch before running, just after running and another time during the day unrelated to a run. Weight training is important also. He recommends training with weights on the two off-days per week.

In recent years, alternative training methods have gained popularity. Many people are turning to swimming and biking to prepare for marathons. "While these are great exercises, they don't prepare runners for marathons," he said. "There is no substitute for training runs. You have to get the flavor of running long distances."

"There are any number of training schemes people can use," Brody said. "The one I recommend seems to work for the greatest number of people. It can prevent injuries and enable most people to finish." \*

*Mr. Garamone is a writer for the Armed Forces Information Service.*



# Total Army Newsline...

*News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians*

Compiled by Maj. Donna L. Walthall

## **Fort Monroe No Longer Separation Location of Choice**

The Fort Monroe Transition Center is being deleted as a location of choice for separation. The Center will continue to process transitioning soldiers who had designated Fort Monroe as a location of choice for retirement or separation, prior to Aug. 1, 1993. This option will no longer exist after that date.

The Fort Monroe Transition Center will continue to process soldiers supported by the installation. However, soldiers who would normally choose Fort Monroe, may now choose Fort Eustis, located only 16 miles from Fort Monroe, as separation location of choice.

*(PERSCOM)*

## **Some Non-Promotables Now Eligible for PLDC, BNCOC**

A recent change in training policy will now permit some soldiers in non-promotable status to attend the Primary Leadership Development Course and Basic Non-commissioned Officer Course, despite the December 1992 decision to limit NCOES schooling only to those who are promotable.

Major Army command and installation commanders may now send non-promotable corporals and specialists to PLDC, and non-promotable sergeants to BNCOC only on posts where those schools are conducted, in num-

bers required to fill otherwise unused NCOES class seats.

The number of non-promotable class seats available will be limited to that required to bring classes up to minimum levels, officials said. No temporary duty cost or travel cost may be incurred, and no additional school resources may be expended to implement the exceptions to policy.

Officials emphasize that established soldier NCOES priority will not change. Sergeants will continue to have the highest priority for PLDC attendance, followed by promotable corporals and specialists, then corporals and specialists not on a promotion list at a NCOES installation. For BNCOC, staff sergeants will be given highest consideration, followed by sergeants on a promotion list, then sergeants not on a promotion list at a NCOES installation.

For more information on NCOES attendance, contact your local personnel service center.

*(ARNEWS)*

## **Arizona Tax Withholding No Longer an Option**

Recent changes to the Arizona tax code require the mandatory withholding of state income tax from the monthly pay of servicemembers who are residents of that state, effective Sept. 1.

Prior to the effective date, servicemembers had the option to elect the monthly withholding. Defense Finance and Accounting Service officials stress

that Arizona-native servicemembers should obtain and complete a W-4 Form (Withholding Certificate) from their local finance or personnel offices by Aug. 15, in order to ensure that they are paying the correct amount of taxes.

There is no change to the requirement for Arizona residents to file an annual state tax return, officials said. Questions concerning any tax liability should be addressed to the servicemember's local legal services office.

*(ARNEWS)*

## **Somalia Vets Earn Combat Patch, Overseas Service Bars**

The Army Chief of Staff has recently authorized soldiers who participated in Operations Restore Hope and Continue Hope in Somalia to wear the shoulder sleeve insignia for former wartime service.

Soldiers may wear the insignia, better known as the "combat patch," of the unit to which they were assigned, attached or under operational control. One overseas service bar is also authorized for each six months of federal duty as a member of a U.S. service in either operation. Both the month of arrival in Somalia and the month of departure may each be counted as an entire month. The period of deployment is cumulative with service in other military operations. These periods may be combined to determine the total number of overseas service bars authorized.



The wartime service insignia and overseas bar authorization applies to soldiers who were in Somalia on or after Dec. 5, 1992.

Policy guidance on which shoulder sleeve insignia is appropriate for wear is found in AR 670-1, *Wear and Appearance of Army Uniforms and Insignia, Appendix F*.

For more information on eligibility for wear of wartime and overseas service insignia, soldiers should contact their local personnel service center. *(ARNEWS)*

## New Video Explains Army Culture to DA Civilians

To the uninitiated civilian employee, the Army may seem like a foreign culture — rife with tradition, rank structure, unusual customs and a tendency to communicate in acronyms. To help orient new civilian employees to their organizations and to the Army, officials at the U.S. Total Army Personnel Command have produced a 40-minute video that will be distributed soon to civilian personnel offices and installation audiovisual libraries.

The new video, titled "The Total Army Team," is also available in captioned format for the hearing impaired. It is designed to provide a better understanding of the Army's overall organization and relay the history of civilian contributions to the force.

"The video doesn't require a facilitator," said Tim Alderman of the

PERSCOM civilian personnel management directorate. "Because of this format, it is especially suitable for professional development seminars or for use at brown-bag lunches."

The video is a partial result of a plan designed to ensure civilians at all levels receive institutional training, have assignments that develop their potential, allow them to pursue self-development and prepare them to perform as part of the Army team, officials said. *(ARNEWS)*

## AAFES Credit Plan Goes Global

The Army and Air Force Exchange Service Deferred Payment Plan is now available at exchanges around the world. Though the plan has been available to AAFES patrons overseas since 1979, the DPP can now be used by eligible consumers across the United States. The credit program features a 12 percent annual interest rate and recent enhancements that include:

- a credit limit up to \$5,000, based on the applicant's disposable income;
- a 36-month payback period;
- separate accounts for qualified family members with their own source of income; and
- a provision that allows the payback period to extend past the military member's anticipated period of service.

Most main exchanges now have the DPP, with the exception of those in Panama, Puerto Rico and the Azores.

Officials anticipate those locations will be on-line in a few months.

For more information on the DPP, contact your local exchange. *(AAFES)*

## National POW/MIA Recognition Day, 1993

The Secretary of Defense, Chairman of the Joint Chiefs of Staff, and Department of the Army have encouraged observance of National POW/MIA Recognition Day in the past. It is anticipated that September 10, 1993, will be designated as National POW/MIA Recognition Day. MACOMs and installations are encouraged to observe the occasion.

Contact your installation for information on observances in your area.

*(PERSCOM)*

## Lieutenant Retention Board to Convene

The next lieutenant retention board is scheduled to convene in October, in conjunction with the fiscal year 1994 captain promotion board, according to Army personnel officials. The boards will consider year group 1990 lieutenants. Those not selected for retention must separate from service by June 1, 1994. About 3,000 lieutenants were recommended for retention — more than 77 percent of those considered — by the last retention board, which met in 1992.

*(ARNEWS)*



## CLASSIC WWII HUMOR RETURNS

### WILLIE & JOE



*"Gee, I didn't realize  
how rough you boys lived on th' ground."*

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

### WWII CHRONOLOGY, SEPTEMBER 1943

**3 (Sicily)** At 1715, after units of British Eighth Army have landed on mainland of Italy, Gen. Castellano, on behalf of the Italian government of Marshal Badoglio, signs short-term armistice at Cassibile near Syracuse, Sicily, to become effective on the 8th, when news is to be made public.

**6 (C)** Gen. Stilwell proposes that both Nationalist and Communist Chinese divisions under Chiang Kai-shek be employed in China to forestall Japanese reaction to U.S. Fourteenth Air Force attacks.

**7 (U.S.)** Joint Chiefs of Staff discuss possibility of mounting invasion of Paramushiro from the Aleutians.

**16 (G)** Berlin announces evacuation of Bryansk by German troops.

**21 (S)** On Arundel, 27th Inf, upon renewing assault, finds that Japanese have withdrawn from mainland of Arundel as well as islands nearby. Enemy is estimated to have lost 600 dead. By this time Japanese have decided to abandon the central Solomons entirely and want only to escape northward.

**(Italy) 15th Army Group** — Gen. Alexander outlines plans for future operations in four phases: (1) consolidation of current positions on line Salerno-Bari; (2) capture of Naples and Foggia; (3) seizure of Rome and neighboring airfields as well as communications

center of Terni; (4) eventual capture of Leghorn, Florence, and Arezzo.

**29 (Italy)** Marshal Badoglio and Gen. Eisenhower sign complete instrument of Italian surrender on board the HMS Nelson, off Malta.

#### Event Locations:

- (C) China
- (G) Germany
- (Italy) Italy
- (S) Solomon Islands
- (Sicily) Sicily
- (U.S.) United States

*Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.*

# Calendar of Events

## September 1993

*Hispanic Heritage Month  
 National Cholesterol Education Month  
 Women of Achievement Month  
 Be Kind to Editors and Writers Month*

2	INSCOM Support Battalion (Provisional), Fort Belvoir, Va., Change of Command
6	Labor Day (Federal Holiday)
10	National POW/MIA Recognition Day
12	National Grandparents Day
12	National Pet Memorial Day
15	National Hispanic Heritage Month Begins (Sept. 15 - Oct. 15)
17	Citizenship Day/Constitution Signed
17-23	Constitution Week
18	U.S. Air Force Birthday (1947)
19-25	National Dog Week
20-26	MP Corps Anniversary Week
22	Autumn Begins (Sept. 22 - Dec. 21)
25	Army Intelligence Ball, Alexandria, Va.
28	CSA Supply Excellence Award, Washington, D.C.

## October 1993

*Energy Awareness Month  
 Adopt-A-Shelter-Dog Month  
 Campaign for Healthier Babies Month  
 National Disability Employment Awareness Month  
 Domestic Violence Awareness Month*

3-9	Fire Prevention Week
4	Child Health Day
11	Columbus Day (Federal Holiday)
13	U.S. Navy Birthday (1775)
17	Army Ten-Miler, Washington, D.C.
18 - 20	AUSA Annual Meeting, Washington, D.C.
20 - 22	Fall Army Commanders' Conference, Washington, D.C.
23 - 31	Drug-Free America Week
24	United Nations Day
28	Daylight-Saving Time Ends (2 a.m.)
31	Halloween

1993

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COMMANDER  
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8825 BEULAH STREET  
FORT BELVOIR, VA 22060-5246

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FLARE

## Be Kind to Editors and Writers Month

Editors and writers are behind the scenes ensuring that you receive your unit newspaper or magazine.  
INSCOM salutes the writers and editors within this command  
responsible for providing you with command information!



THE DAGGER  
DRAGON'S LAIR  
THE WHISPER  
THE MIRAGE  
TIGER TALES  
NEWS AND EVENTS  
ALAMO WRANGLER  
KUNIA UNDERGROUND NEWS  
COMMAND INFORMATION

WRITER  
NEWSPAPER  
PHOTOGRAPH  
STYLE  
QUOTES  
DESIGN  
PUBLICATION  
FEATURES  
READERSHIP

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DEADLINE  
PARAGRAPHS  
INSCOM JOURNAL